

# H

## Enterprise and Other Funds

Water and Sewer Authority (LA) .....	H-1
Washington Aqueduct (LB) .....	H-7
Storm Water (SW) .....	H-13
D.C. Lottery and Charitable Games Control Board (DC).....	H-15
D.C. Sports and Entertainment Commission (SC) .....	H-25
District of Columbia Retirement Board (DY) .....	H-31
Washington Convention Center Authority (ES) .....	H-37
Housing Finance Agency (HF) .....	H-41
National Capital Revitalization Corporation (NC) .....	H-45
University of the District of Columbia (GF) .....	H-51
D.C. Office of Personnel Agency Trust (UV0).....	H-65
D.C. Public Library Agency Trust (UW0) .....	H-67
Unemployment Insurance Trust Fund (UI) .....	H-71
Anacostia Waterfront Corporation (AW).....	H-75



# Water and Sewer Authority

[www.dcwasa.com](http://www.dcwasa.com)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$235,883,968	\$295,710,000	\$311,642,000	5.4

The mission of the Water and Sewer Authority (WASA) is to serve its regional customers with superior service by operating reliable and cost-effective water and wastewater services in accordance with best practices.

In 1996, regional participants in the Water and Sewer Authority services, including the District of Columbia, Montgomery and Prince George's counties in Maryland, Fairfax County in Virginia, and the U.S. Congress, agreed to create an independent, multi-jurisdictional water and wastewater authority. In April 1996, the Council of the District of Columbia passed the "Water and Sewer Authority Establishment and Department of Public Works Reorganization Act of 1996", a statute that provided the groundwork for the authority to become operationally independent on October 1, 1996.

The authority plans to fulfill its mission by achieving the following strategic result goals:

- **Customer and Community Service** - WASA is committed to understanding, serving, and responding to the needs of its diverse customers and stakeholders. WASA will utilize state-of-the-art technology to monitor, measure and manage customer expectations, and reach out to improve relationships with stakeholders and the public;
- **Organizational Effectiveness** - WASA will ensure the effectiveness of the organization by creating and maintaining a safe, productive, highly competent, diverse workforce. WASA will, through partnerships with stake-

holders, maintain a professional, high-functioning, ethical environment and culture;

- **Environmental Quality and Operations** - WASA will provide excellent environmental stewardship, meet and surpass regulatory standards, and manage the Authority's infrastructure effectively; and
- **Finance and Budget** - WASA will maintain a sound financial position by optimizing operational and capital programs and exploring additional revenue sources while maintaining fair and equitable rates.

## Gross Funds

The proposed budget is \$311,642,000, an increase of \$15,932,000, or 5.4 percent over the FY 2006 approved budget of \$295,710,000. The budget supports no District FTEs, no change from FY 2005.

## General Fund

**Special Purpose Revenue Funds.** The proposed budget is \$311,642,000, an increase of \$15,932,000, or 5.4 percent over the FY 2006 approved budget of \$295,710,000. The budget supports no District FTEs, no change from FY 2005.

Changes from the FY 2006 approved budget are:

- An increase of \$10,511,000 for debt service requirements due to the progression of WASA's Capital Improvement Program;
- An increase of \$3,482,000 for personal services costs;
- An increase of \$2,067,000 for utility costs;
- An increase of \$1,247,000 for contract,

BioSolid, and Right-of-Way fees;

- An increase of \$1,079,000 to pay for water purchases for distribution to District customers;
- An increase of \$132,000 for equipment costs; and
- A decrease of \$2,586,000 in supplies.

## Funding by Source

Table LA0-1 shows the sources of funding for the Water and Sewer Authority.

Table LA0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	225,358	235,884	295,710	311,642	15,932	5.4
<b>Total for General Fund</b>	<b>225,358</b>	<b>235,884</b>	<b>295,710</b>	<b>311,642</b>	<b>15,932</b>	<b>5.4</b>
<b>Gross Funds</b>	<b>225,358</b>	<b>235,884</b>	<b>295,710</b>	<b>311,642</b>	<b>15,932</b>	<b>5.4</b>

\*Percent Change is based on whole dollars.

## Expenditure by Comptroller Source Group

Table LA0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table LA0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	38,069	38,910	63,001	65,888	2,887	4.6
13 Additional Gross Pay	9,655	9,733	0	0	0	N/A
14 Fringe Benefits - Curr Personnel	10,290	11,251	14,089	14,660	571	4.1
15 Overtime Pay	4,434	4,143	4,661	4,685	24	0.5
<b>Subtotal Personal Services (PS)</b>	<b>62,449</b>	<b>64,038</b>	<b>81,751</b>	<b>85,233</b>	<b>3,482</b>	<b>4.3</b>
20 Supplies and Materials	16,158	21,152	23,274	20,688	-2,586	-11.1
30 Energy, Comm. and Bldg Rentals	18,953	23,112	28,316	30,383	2,067	7.3
31 Telephone, Telegraph, Telegram, Etc	944	1,027	0	0	0	N/A
32 Rentals - Land and Structures	2,319	1,423	0	0	0	N/A
40 Other Services and Charges	48,880	47,796	79,904	81,151	1,247	1.6
41 Contractual Services - Other	32,647	28,664	0	0	0	N/A
50 Subsidies and Transfers	20,687	19,609	18,916	19,995	1,079	5.7
60 Land and Buildings	1,500	259	0	0	0	N/A
70 Equipment & Equipment Rental	783	448	970	1,102	132	13.6
80 Debt Service	20,038	28,357	62,579	73,090	10,511	16.8
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>162,909</b>	<b>171,846</b>	<b>213,959</b>	<b>226,409</b>	<b>12,450</b>	<b>5.8</b>
<b>Total Proposed Operating Budget</b>	<b>225,358</b>	<b>235,884</b>	<b>295,710</b>	<b>311,642</b>	<b>15,932</b>	<b>5.4</b>

\*Percent Change is based on whole dollars.

## Expenditure by Program

Table LA0-3 shows the FY 2007 proposed budget and FTEs by program and activity for the Water and Sewer Authority.

Table LA0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>WASA (1000)</b>								
Wasa (1100)	235,884	295,710	311,642	15,932	0	0	0	0
<b>Subtotal: WASA (1000)</b>	<b>235,884</b>	<b>295,710</b>	<b>311,642</b>	<b>15,932</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>235,884</b>	<b>295,710</b>	<b>311,642</b>	<b>15,932</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

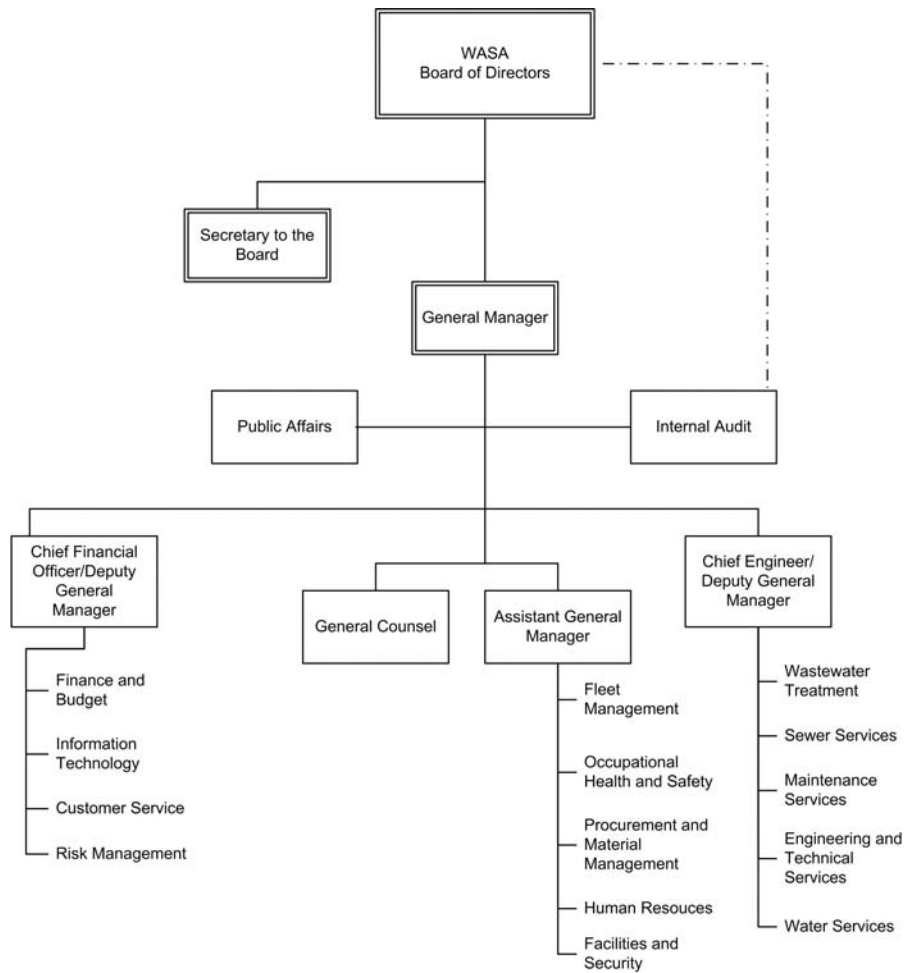
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## Expenditure by Program

The Water and Sewer Authority has the following program structure:

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Figure LA0 - 1  
**Water and Sewer Authority**



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## Programs

### Operations

The Water and Sewer Authority is committed to providing its customers with reliable service and safe drinking water.

The safety of the District's water supply is WASA's top priority. In the summer of 2002, it was determined that the lead content sampled at some of WASA customers' taps was above the action level specified by the U.S. Environmental Protection Agency (EPA). This triggered new

operating and capital requirements for WASA, including distribution of public education materials and a program of annual replacement of lead service lines until the lead content levels drop below EPA standards (approximately 22,000 of WASA's 124,000 service lines are lead).

The drinking water supplied by WASA to its customers is purchased from the Washington Aqueduct, which is managed by the U.S. Army Corps of Engineers. In response to the elevated lead levels, Corps officials announced in early

2004 that they would begin testing a new water treatment plan in June 2004. The solution, first advanced a decade ago and now used by nearly half the utilities in the country, requires introducing phosphates into the water, which is expected to render the system less corrosive and eventually control lead contamination.

During the last six months of 2004, lead levels in all the compliance samples taken by WASA averaged 19.2 parts per billion (ppb). However, from October to the end of December, the average lead concentration plummeted to 10.6 ppb, which is below the EPA action level of 15 ppb.

Since 10 percent of the samples are still above the action level, WASA is still considered to be in non-compliance. This may be attributable to the fact that orthophosphate could take up to a year or more to provide maximum protection from lead leaching.

In FY 2004, WASA replaced 1,793 lead service lines, in excess of WASA's commitment and the Lead and Copper Rule requirement of 1,615 lines. The number will increase through FY 2010 to comply with the lead administrative order and achieve the goal of replacing all known lead service lines in public space.

## Storm Water

In FY 2001, the authority began its responsibilities as administrator of the District's storm water permit compliance program. As laid out in legislation adopted by the District of Columbia Council in 2001 and a separate memorandum of understanding with various District agencies, the authority is responsible for the administration of the storm water control efforts of the District's Departments of Public Works, Transportation, and Health.

In August 2004, the District received its second storm water permit from the EPA. This new permit requires the implementation of several new programs that have been in the planning phases for the last few years, including illicit connection detection and enforcement programs and industrial facility outreach programs, among others.

Please refer to the separate enterprise fund budget chapter for Storm Water, which is included in this budget document.

## Agency Goals and Performance Measures

### Goal 1: Provide the highest quality service to our customers.

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Making Government Work

*Manager(s):* Charles Kiely, Assistant General Manager, Consumer Services

*Supervisor(s):* Jerry Johnson, General Manager

#### Measure 1.1: Percentage of meter-reading accuracy

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	99.9	99.9	99.9	99.9	99.9
Actual	99.9	N/A	-	-	-

#### Measure 1.2: Percentage of all calls answered within 40 seconds

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	N/A	85	85	85	N/A
Actual	N/A	85	-	-	-

#### Measure 1.3: Number of days to resolve correspondence

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	30	30	30	30	30
Actual	34	30	-	-	-

### Goal 2: Provide reliable, high-quality drinking water to customers.

*Citywide Strategic Priority Area(s):* Strengthening Children, Youth, Families, and Elders;

Building Safer Neighborhoods

*Manager(s):* John Dunn, Chief Engineer

*Supervisor(s):* Jerry Johnson, General Manager

#### Measure 2.1: Percentage of time that drinking water complies with EPA quality requirements

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	100	100	100	100	N/A
Actual	100	92	-	-	-

Note: WASA exceeded the Lead and Copper Rule action level in 2004, but did not violate the Safe Drinking Water Act. The exceedance of the monthly 5 percent Total Coliform Rule occurred in October 2004 resulting in the FY 2005 Performance Rating of <100 percent.

**Measure 2.2: Number of distribution system miles that are flushed**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	500	500	500	500	N/A
Actual	597	1278	-	-	-

**Measure 2.3: Percentage of water main breaks that receive an initial response within 45 minutes**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	95	95	75	75	N/A
Actual	59	66	-	-	-

**Measure 2.4: Percentage of water main breaks that are repaired within 10 days**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	90	90	90	90	N/A
Actual	78	84	-	-	-

**Goals 3: Provide high-quality wastewater treatment services to customers.**

*Citywide Strategic Priority Area(s):* Strengthening Children, Youth, Families, and Elders;  
Building Safer Neighborhoods

*Manager(s):* John Dunn, Chief Engineer

*Supervisor(s):* Jerry Johnson, General Manager

**Measure 4.2: Amount of operating cash reserves maintained for 180 days worth of operating and maintenance (O&M) expenses (\$ in millions)**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	100	100	100	100	100
Actual	100	100	-	-	-

**Goals 4: Ensure that WASA's financial performance meets the expectations of the Board of Directors, customers, and the broader financial community.**

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Making Government Work

*Manager(s):* Olu Adebun, Acting Chief Financial Officer

*Supervisor(s):* Jerry Johnson, General Manager

**Measure 4.1: Percentage of senior debt service coverage**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	140	140	140	140	140
Actual	460	562	-	-	-

**Measure 4.2: Amount of operating cash reserves maintained for 180 days worth of operating and maintenance (O&M) expenses (\$ in millions)**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	95.5	97.7	102.4	101.5	N/A
Actual	106.4	116.3	-	-	-

Note: The agency modified its FY 2006 target from 101.4 to 102.4 (3/06)



# Washington Aqueduct

<http://washingtonaqueduct.nab.usace.army.mil>

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$0	\$50,512,000	\$143,174,000	183.4

The mission of the Washington Aqueduct is to collect, purify, and pump an adequate supply of potable water for the District of Columbia, Arlington County, and the city of Falls Church, Virginia.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Provide an adequate supply of potable water;
- Provide potable water at an equitable, economical rate that covers all costs; and
- Protect the drinking water consumer from both microbial risk and adverse health effects due to chemicals in the drinking water.

The Washington Aqueduct owns and operates intake facilities on the Potomac River in Great Falls and Little Falls, Maryland. The Aqueduct also owns and operates two 12-mile gravity conduit systems with a combined 200 million gallon per day (mgd) capacity, a 450-mgd raw water pumping station, a 480-mgd finished water pumping station, 2 major treatment plants with 350-mgd capacity, 3 booster pumping stations, 7 finished storage reservoirs, and many large diameter transmission mains.

The Aqueduct is managed by the U.S. Army Corps of Engineers and is governed by a Wholesale Customer Board. It sells water to 3 wholesale customers: the District's Water and Sewer Authority; Arlington County; and the city of Falls Church, Virginia. During FY 2007, the Washington Aqueduct will pump an estimated 62 billion gallons of purified water to its customers.

The Aqueduct is a division of the U.S. Army

Corps of Engineers and does not receive appropriated funding from the District. As a federal entity, the Aqueduct needs Congress to authorize the agency's operations. The agency submits a budget to the District of Columbia, in accordance with legislation, to obtain this authority.

The District of Columbia Water and Sewer Authority (WASA) funds the District's portion of the costs of the Washington Aqueduct. As a wholesale customer, WASA purchases potable water and makes payments to the Aqueduct based on the number of gallons provided. The Aqueduct charges a rate based on water sale agreements with the District of Columbia, Arlington County, and the city of Falls Church. The individual jurisdictions are responsible for water distribution.

## Gross Funds

The proposed budget is \$143,174,000, representing an increase of \$92,662,000 or 183.4 percent over the FY 2006 approved budget of \$50,512,000. There are no District FTEs for the agency, unchanged from FY 2006.

## General Fund

**Special Purpose Revenue Funds.** The proposed budget is \$143,174,000, representing a net

increase of \$92,662,000 or 183.4 percent over the FY 2006 approved budget of \$50,512,000. There are no District FTEs for the agency, unchanged from FY 2006.

Changes from the DY 2006 approved budget are:

- An increase of \$93,880,000 in capital improvements to fund new facilities to recover and dispose of the residuals from the water treatment process as required by the Federal Facilities Compliance Agreement;
- A decrease of \$3,232,000 in debt service pay-

ments to the District of Columbia Water and Sewer Authority due to steadily declining principal balances; and

- A net increase of \$2,014,000 in operations and maintenance costs. The FY 2007 budget includes four additional positions - an environmental engineer; a physical science technician and 2 laborers. The FY 2007 budget also provides for increased security services and additional contractual maintenance on water mains and treatment facilities.

## Funding by Source

Table LB0-1 shows the sources of funding for the Washington Aqueduct.

Table LB0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	0	0	50,512	143,174	92,662	183.4
<b>Total for General Fund</b>	<b>0</b>	<b>0</b>	<b>50,512</b>	<b>143,174</b>	<b>92,662</b>	<b>183.4</b>
<b>Gross Funds</b>	<b>0</b>	<b>0</b>	<b>50,512</b>	<b>143,174</b>	<b>92,662</b>	<b>183.4</b>

\*Percent Change is based on whole dollars.

## Expenditure by Comptroller Source Group

Table LB0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table LB0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
50 Subsidies and Transfers	0	0	50,512	143,174	92,662	183.4
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>50,512</b>	<b>143,174</b>	<b>92,662</b>	<b>183.4</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>0</b>	<b>50,512</b>	<b>143,174</b>	<b>92,662</b>	<b>183.4</b>

\*Percent Change is based on whole dollars.

Note: The agency presents its budgeted revenues and expenditures for the purpose of reporting. However, as a proprietary fund, under the current financial accounting structure, the agency's actual revenues and expenditures are not tracked in the District System of Accounting and Reporting (SOAR) and may not have been shown in this chart or in the Comprehensive Annual Financial Report (CAFR).

## Expenditure by Program

Table LB0-3 shows the FY 2007 proposed budget by program and activity for the Washington Aqueduct.

Table LB0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>WASHINGTON AQUEDUCT (1000)</b>								
Washington Aqueduct (1100)	0	50,512	143,174	92,662	0	0	0	0
<b>Subtotal: WASHINGTON AQUEDUCT (1000)</b>	<b>0</b>	<b>50,512</b>	<b>143,174</b>	<b>92,662</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>50,512</b>	<b>143,174</b>	<b>92,662</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

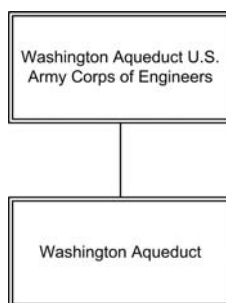
(Change is calculated by whole numbers and numbers may not add up due to rounding)

## Expenditure by Program

The Washington Aqueduct has the following program structure:

Figure LB0-1

### Washington Aqueduct



## Programs

The water supply program sells water to 3 wholesale customers: WASA, Arlington County and the city of Falls Church, Virginia. The Aqueduct is managed by the U.S. Army Corps of Engineers and governed by a Wholesale Customer Board represented by the 3 jurisdictions. The Wholesale Board also approves the Aqueduct's budget. During FY 2007, the agency will pump an estimated 62 billion gallons of purified water to its customers, unchanged from the prior year.

## Recent Water Quality Issues

The addition of orthophosphate as part of the drinking water treatment process to reduce the lead leaching from service lines is having the desired effect. Since the system-wide application in September 2004, results of testing done by WASA showed significantly reduced levels of lead in the samples taken in accordance with the Lead and Copper Rule. There have been no adverse effects of this process. It will continue as a part of the water treatment process for the foreseeable future. Tests are ongoing at Washington Aqueduct to evaluate the effectiveness of lower concentrations of orthophosphate and other

similar-acting compounds. If those results indicate value, before any future change might be made, that decision will be addressed to the Technical Expert Working Group which consists of the Environmental Protection Agency (EPA), WASA, Washington Aqueduct (and its other wholesale customers in Virginia) and the D.C. Department of Health.

### **The Basin Waste Recovery Capital Improvement Project**

Every surface water treatment plant produces residuals in the process of producing potable water. These residuals, a combination of the sediment from the raw water and the coagulant used to force the sediment from the water, must be removed from the ongoing treatment process. If the solids are returned to the river or lake, EPA must issue a National Pollutant Discharge Elimination System (NPDES) permit under the Clean Water Act (CWA).

Washington Aqueduct has always periodically discharged the residuals from the sedimentation basins supporting the 2 water treatment plants by draining them to the Potomac River. When the CWA was promulgated and NPDES permits became a requirement, EPA Region III (the regulator for Washington Aqueduct) issued a series of permits each valid for a five-year period that put minimal conditions on the return of residuals to the Potomac River.

In the 2003 NPDES permit issued by EPA, strict limits on the concentrations of total suspended solids, aluminum, and iron were established. The effect of this permit was to prohibit the return of the residual to the river. Since it would be impossible to continue to produce potable water and not discharge solids, EPA issued a Federal Facilities Compliance Agreement (FFCA) to Washington Aqueduct that allowed for a continuation of the discharges while new facilities to recover the solids and dispose of them in some other manner were designed and constructed.

To remain in compliance with the NPDES permit and the FFCA, Washington Aqueduct is evaluating the potential environmental effects of various alternative methods of collecting and disposing of the material under the National

Environmental Policy Act. A Draft Environmental Impact Statement was released in FY 2005 and a Record of Decision outlining the preferred alternate will be issued in early FY 2006.

The FFCA allows continued discharge until December 30, 2009 at which time all sedimentation basins must operate in such a way to meet the strict discharge limits of the permit (i.e., essentially no discharge). The FY 2007 budget includes \$96,880,000 for this project. The Federal Office of Management and Budget is currently considering options to give wholesale customers some relief from the requirement to deposit into the U.S. Treasury all financing in advance of contract obligation.

### **Agency Goals and Performance Measures**

#### **Goal 1: Provide an adequate supply of potable water**

*Citywide Strategic Priority Area(s):* Building Safer Neighborhoods; Making Government Work  
*Manager(s):* Lloyd D. Stowe, Chief, Plant Operations, Washington Aqueduct, U.S. Army Corps of Engineers  
*Supervisor(s):* Thomas P. Jacobus, Chief, Washington Aqueduct, U.S.

#### **Measure 1.1: Number of days water is provided as demanded by Washington, DC**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	365	365	365	365	366
Actual	365	365	-	-	-

Note: New measure FY 2004.

#### **Measure 1.2: Number of days water is provided as demanded by Arlington County, VA**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	365	365	365	365	366
Actual	365	365	-	-	-

Note: New measure FY 2004.

**Measure 1.3: Number of days water is provided as demanded by Falls Church, VA**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	365	365	365	365	366
Actual	365	365	-	-	-

Note: New measure FY 2004.

**Measure 1.4: Days Average Filtered Water Turbidity is less than .1 NTU**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	346	346	346	346	346
Actual	358	346	-	-	-

Note: New measure FY 2004.

**Goal 2: Protect the drinking water consumer from both microbial risk and adverse health effects due to chemicals in the drinking water**

*Citywide Strategic Priority Area(s):* Building Safer Neighborhoods; Making Government Work

*Manager(s):* Elizabeth Turner, Chief, Laboratory Section, Washington Aqueduct, U.S. Army Corps of Engineers

*Supervisor(s):* Thomas P. Jacobus, Chief, Washington Aqueduct, U.S.

**Measure 2.1: Percentage of treated water samples in compliance with regulatory**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	100	100	100	100	100
Actual	100	100	-	-	-

Note: New measure FY 2005.

**Measure 2.2: Number of chemical substances investigated for presence in the water supply system-wide**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	163	163	163	163	163
Actual	181	178	-	-	-

Note: FY 2004 and 2005 targets decreased from 181 to 163 at the request of the agency (1/04). FY 2006 target decreased from 182 to 163 at the request of the agency.

**Measure 2.3: Number of months per year EPA water quality report is completed by the tenth of the month**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	10	10	10	10	10
Actual	11	12	-	-	-

Note: New measure FY 2005.

**Measure 2.4: Number of months per year required bacteriological samples are analyzed within holding times and with appropriate quality control**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	12	12	12	12	12
Actual	12	12	-	-	-

Note: New measure FY 2005.

**Measure 2.5: Number of months per year required chemical samples are analyzed within holding times and with appropriate quality control**

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	12	12	12	12	12
Actual	12	12	-	-	-

Note: New measure FY 2005.



# Storm Water

[www.dcwasa.com](http://www.dcwasa.com)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$2,825,789	\$6,672,975	\$7,000,000	4.9

The mission of the Storm Water agency is to ensure compliance with the Environmental Protection Agency (EPA) requirements under the District of Columbia's storm water permit.

The primary activity of the Storm Water agency is continuing to develop an implementation plan for the District's new 5-year storm water permit, issued by the EPA in August 2004. The permit requires implementation of several new programs that have been in the planning phases for the last few years, including illicit connection detection and enforcement programs and industrial facility outreach programs.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Continue development of key permit deliverables required by the EPA, including development of storm water management plans for commercial, residential, government, and industrial facilities;
- Continue working on a permanent storm water fee structure that is equitable, fair, and meets the operational requirements of the program; and
- Continue the District's permit renewal efforts including the evaluation of potential new requirements and associated funding requirements.

## Gross Funds

The proposed budget is \$7,000,000, an increase of \$327,025, or 4.9 percent over the FY 2006 approved budget of \$6,672,975. There are no District FTEs associated with this fund.

## General Fund

**Special Purpose Revenue Funds.** The proposed budget is \$7,000,000, an increase of \$327,025, or 4.9 percent over the FY 2006 approved budget of \$6,672,975. There are no District FTEs associated with this fund.

## Programs

The Storm Water agency is committed to the following program:

## Compliance

Approximately two-thirds of the District's total sanitary sewer conveyance and storm water runoff system flow into two entities:

- One conveys sanitary sewage flows to the Water and Sewer Authority's (WASA) Blue Plains Advanced Water Treatment Plant; and
- The second moves storm water to approximately 600 outfalls on the Anacostia and Potomac rivers and other waterways.

The composition of these storm water flows are regulated by the terms of the District's storm water permit. The primary activity of this program is to enforce compliance to this permit.

## Funding by Source

Table SW0-1 shows the sources of funding for Storm Water.

Table SW0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	2,031	2,826	6,673	7,000	327	4.9
<b>Total for General Fund</b>	<b>2,031</b>	<b>2,826</b>	<b>6,673</b>	<b>7,000</b>	<b>327</b>	<b>4.9</b>
<b>Gross Funds</b>	<b>2,031</b>	<b>2,826</b>	<b>6,673</b>	<b>7,000</b>	<b>327</b>	<b>4.9</b>

\*Percent Change is based on whole dollars.

## Expenditure by Comptroller Source Group

Table SW0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table SW0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
41 Contractual Services - Other	1,015	2,266	0	0	0	0.0
50 Subsidies and Transfers	1,016	559	6,673	7,000	327	4.9
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>2,031</b>	<b>2,826</b>	<b>6,673</b>	<b>7,000</b>	<b>327</b>	<b>4.9</b>
<b>Total Proposed Operating Budget</b>	<b>2,031</b>	<b>2,826</b>	<b>6,673</b>	<b>7,000</b>	<b>327</b>	<b>4.9</b>

\*Percent Change is based on whole dollars.

## Expenditure by Program

Table SW0-3 shows the FY 2007 proposed budget and FTEs by program and activity for the Storm Water.

Table SW0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Stormwater (1000)</b>								
Stormwater (1100)	2,826	6,673	7,000	327	0	0	0	0
<b>Subtotal: Stormwater (1000)</b>	<b>2,826</b>	<b>6,673</b>	<b>7,000</b>	<b>327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>2,826</b>	<b>6,673</b>	<b>7,000</b>	<b>327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)



# D.C. Lottery and Charitable Games Control Board

[www.lottery.dc.gov](http://www.lottery.dc.gov)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$235,396,671	\$251,000,000	\$256,000,000	2.0
FTEs	70.7	77.0	77.0	0.0

The mission of the D.C. Lottery and Charitable Games Control Board (DCLB) is to provide lottery operations and charitable gaming regulatory oversight services for the District of Columbia so that the District can receive a dependable source of revenue and protect its citizens from fraud and deception in charitable gaming.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Increase revenue by \$5,000,000 or 2 percent over the FY 2006 approved budget to address estimated expenditures to meet the targeted transfer amount of \$72,100,000 to the District's general fund;
- Promote and redesign current games and develop new games to maintain and grow market share; and
- Continue to expand the agent base into targeted social settings and underrepresented geographical segments of the District.

## Gross Funds

The proposed gross funds budget is \$256,000,000, representing an increase of \$5,000,000, or 2.0 percent over the FY 2006 approved budget of \$251,000,000. There are 77.0 FTEs, no change from FY 2006.

## General Fund

**Special Purpose Revenue Funds.** The proposed budget is \$256,000,000, an increase of \$5,000,000, or 2.0 percent over the FY 2006 approved budget of \$251,000,000. There are 77.0 FTEs, no change from FY 2006.

Changes from the FY 2006 approved budget are:

- An increase of \$3,137,750 in the Instant and On-line Games programs for projected game participation including prizes, commissions for retail agents, and the transfer of revenue to the District's general fund;
- An increase of \$1,923,056 in Contractual Services and Other Services and Charges in the On-Line Games, Instant Games, and Game Administration programs to make payments to lottery game vendors and agents;

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## Funding by Source

Tables DC0-1 and 2 show the sources of funding and FTEs by fund type for the D.C. Lottery and Charitable Games Control Board.

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Table DC0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Local Funds	2	168	0	0	0	N/A
Special Purpose Revenue Funds	241,561	235,228	251,000	256,000	5,000	2.0
<b>Total for General Fund</b>	<b>241,562</b>	<b>235,397</b>	<b>251,000</b>	<b>256,000</b>	<b>5,000</b>	<b>2.0</b>
<b>Gross Funds</b>	<b>241,562</b>	<b>235,397</b>	<b>251,000</b>	<b>256,000</b>	<b>5,000</b>	<b>2.0</b>

\*Percent Change is based on whole dollars.

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Table DC0-2

### FY 2007 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change
<b>General Fund</b>						
Special Purpose Revenue Fund	84	71	77	77	0	0.0
<b>Total for General Fund</b>	<b>84</b>	<b>71</b>	<b>77</b>	<b>77</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed FTEs</b>	<b>84</b>	<b>71</b>	<b>77</b>	<b>77</b>	<b>0</b>	<b>0.0</b>

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## Expenditure by Comptroller Source Group

Table DC0-3 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table DC0-3

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	5,810	4,825	5,245	5,627	382	7.3
12 Regular Pay - Other	127	114	78	78	0	0.0
13 Additional Gross Pay	151	170	25	25	0	0.0
14 Fringe Benefits - Curr Personnel	982	787	878	941	63	7.2
15 Overtime Pay	133	98	93	93	0	0.0
<b>Subtotal Personal Services (PS)</b>	<b>7,203</b>	<b>5,994</b>	<b>6,319</b>	<b>6,764</b>	<b>446</b>	<b>7.1</b>
20 Supplies and Materials	123	98	178	172	-6	-3.3
30 Energy, Comm. and Bldg Rentals	27	23	42	35	-7	-16.0
31 Telephone, Telegraph, Telegram, Etc	1,179	1,348	1,309	461	-848	-64.8
32 Rentals - Land and Structures	1,264	1,360	1,266	1,537	271	21.4
33 Janitorial Services	1	0	5	0	-5	-100.0
34 Security Services	0	0	8	0	-8	-100.0
35 Occupancy Fixed Costs	0	0	10	0	-10	-100.0
40 Other Services and Charges	16,168	15,342	19,736	20,698	962	4.9
41 Contractual Services - Other	4,232	4,198	3,276	4,237	961	29.3
50 Subsidies and Transfers	210,826	206,419	217,997	221,135	3,138	1.4
70 Equipment & Equipment Rental	539	613	855	961	106	12.4
91 Expense Not Budgeted Others	0	0	0	0	0	N/A
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>234,359</b>	<b>229,402</b>	<b>244,681</b>	<b>249,236</b>	<b>4,554</b>	<b>1.9</b>
<b>Total Proposed Operating Budget</b>	<b>241,562</b>	<b>235,397</b>	<b>251,000</b>	<b>256,000</b>	<b>5,000</b>	<b>2.0</b>

\*Percent Change is based on whole dollars.

## Expenditure by Performance-Based Budgeting Structure

Table DC0-4 shows the FY 2007 proposed budget and FTEs by program and activity for the D.C. Lottery and Charitable Games Control Board.

Table DC0-4

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Agency Management Program (1000)</b>								
Human Resources (1010)	254	389	413	24	3	5	5	0
Executive Direction and Support (1015)	1,377	1,744	1,852	108	4	4	4	0
Procurement (1020)	-4	0	0	0	0	0	0	0
Property and Fleet Management (1030)	549	1,938	714	-1,224	4	4	4	0
Information Technology (1040)	105	331	360	29	2	3	3	0
Financial Services (1050)	1,361	0	0	0	0	0	0	0
Legal Services (1060)	271	0	0	0	0	0	0	0
Security (1075)	750	798	1,068	270	5	5	5	0
Communications (1080)	364	430	513	83	4	4	4	0
<b>Subtotal: AMP(1000)</b>	<b>5,027</b>	<b>5,629</b>	<b>4,920</b>	<b>-709</b>	<b>23</b>	<b>25</b>	<b>25</b>	<b>0</b>
<b>Agency Financial Operations (100F)</b>								
Budget Operations (110F)	142	155	167	13	1	2	2	0
Accounting Operations (120F)	422	372	497	126	5	5	6	1
Fiscal Officer (130F)	298	345	1,745	1,401	3	3	3	0
<b>Subtotal: AFO (100F)</b>	<b>863</b>	<b>871</b>	<b>2,410</b>	<b>1,539</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>1</b>
<b>Instant Games (2000)</b>								
Instant Games (activity) (2100)	34,522	40,746	41,066	321	0	0	0	0
<b>Subtotal: Instant Games (2000)</b>	<b>34,522</b>	<b>40,746</b>	<b>41,066</b>	<b>321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>On Line Games (3000)</b>								
Lucky Numbers (3100)	67,557	66,631	68,762	2,131	0	0	0	0
Quick Cash (3200)	3,765	0	0	0	0	0	0	0
DC Four (3300)	71,064	69,507	73,537	4,030	0	0	0	0
DC Daily Six (3400)	0	0	4,775	4,775	0	0	0	0
Powerball (3600)	30,669	39,308	36,291	-3,016	0	0	0	0
Hot Five (3700)	4,329	3,835	4,775	940	0	0	0	0
Keno (3800)	11,400	12,463	12,415	-48	0	0	0	0
Hot Lotto (4200)	2,103	2,397	1,910	-487	0	0	0	0
Alpha Game (4500)	35	4,794	0	-4,794	0	0	0	0
Unclassified Revenue and Expenditures (9800)	0	1,000	1,000	0	0	0	0	0
<b>Subtotal: On Line Games (3000)</b>	<b>190,923</b>	<b>199,935</b>	<b>203,467</b>	<b>3,532</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Expenditure by Performance-Based Budgeting Structure

Table DC0-4 shows the FY 2007 proposed budget and FTEs by program and activity for the D.C. Lottery and Charitable Games Control Board.

Table DC0-4

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Gaming Operations Program (6000)</b>								
Marketing (6200)	723	845	855	9	8	9	9	0
Trade Development (6300)	705	819	815	-4	9	10	10	0
Draw Division (6400)	319	357	401	44	4	5	5	0
Licensing and Charitable Games (6500)	364	428	452	24	4	5	5	0
Information Technology (games) (6600)	1,167	1,238	1,475	236	7	11	10	-1
Claim Center (6700)	131	130	139	8	2	2	2	0
Ticket Distribution (6800)	47	0	0	0	1	0	0	0
'No Activity Assigned'	-1	0	0	0	3	0	0	0
<b>Subtotal: Gaming Operations Program (6000)</b>	<b>3,454</b>	<b>3,818</b>	<b>4,136</b>	<b>318</b>	<b>38</b>	<b>42</b>	<b>41</b>	<b>-1</b>
<b>Payroll Default Program (9980)</b>								
No Activity Assigned'	168	0	0	0	0	0	0	0
<b>Subtotal: Payroll Default Program (9980)</b>	<b>168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>No Program Assigned</b>								
No Activity Assigned	440	0	0	0	1	0	0	0
<b>Subtotal: 'No Program Assigned'</b>	<b>440</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>235,397</b>	<b>251,000</b>	<b>256,000</b>	<b>5,000</b>	<b>71</b>	<b>77</b>	<b>77</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

- An increase of \$445,645 for personal services due to step increases for salaries and higher fringe benefit costs;
- An increase of \$100,205 in equipment and supply costs in the Game Administration, Agency Management and Agency Financial Operations programs;
- A redirection of \$1,375,162 in fixed costs, consolidating several of the agency's costs

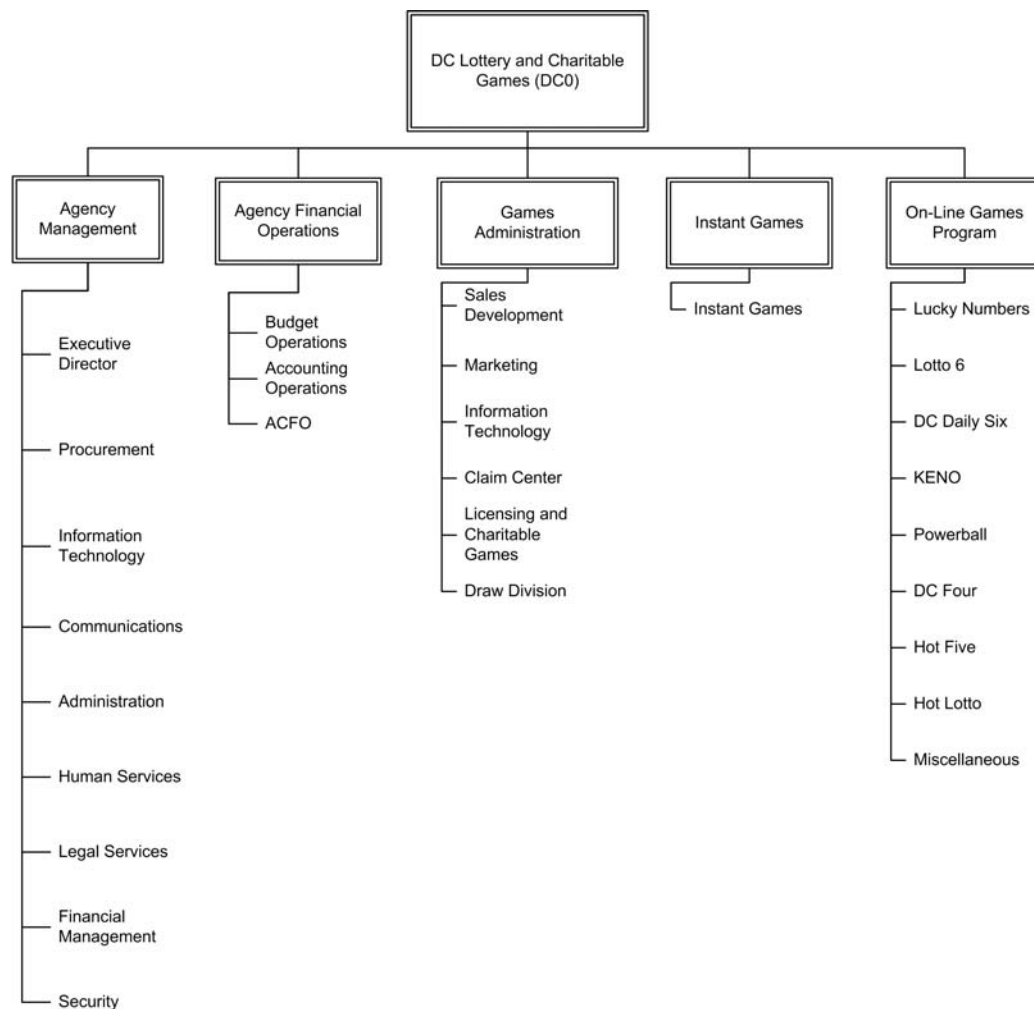
- from the Agency Management, On-Line Games and Instant Games programs to the property management activity of the Agency Financial Operations program; and
- A net decrease of \$606,656 in fixed costs in various commodities. For details of fixed cost changes by commodity, please see the fixed costs chapter in the Special Studies volume.

## Expenditure by Program

D.C. Lottery and Charitable Games Control Board has the following program structure:

Figure DC0-1

### D.C. Lottery and Charitable Games Control Board



## Programs

The D.C. Lottery and Game Charitable Control Board is committed to the following programs:

### Game Administration

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$3,818,111	\$4,136,331	\$318,220	8.3
FTEs	42.0	41.0	-1.0	-2.4

#### Program Description

The **Game Administration** program provides lottery support services to lottery retail agents, the gaming public, and the government of the District of Columbia so that they can benefit from the portfolio of games offered by DCLB.

The program supports the Citywide Strategic Priority area of Making Government Work.

The program's 6 activities are:

- **Marketing** – provides advertising and promotional information to eligible players. The goal is to make the purchase of lottery games more appealing and enjoyable for eligible players and to inform them of the entertainment value offered by the DCLB.
- **Sales Department** – provides sales goals and retail development services to Lottery Retail Agents. The goal is to aid Lottery Retail Agents so that they can reach their minimum sales volume levels and achieve sustained growth.
- **Draw Division** – provides draw-related services to the gaming public. The goal is to maintain public trust through ensuring unbiased and random draws.
- **Licensing and Charitable Games** – provides licensing and regulatory compliance services to existing and prospective Lottery Retail Agents and non-profit charitable organizations. The goal is to ensure that lottery retail agents and non-profit charitable organizations receive appropriate licenses to sell lottery products and conduct charitable gaming activities in accordance with the laws and regulations set forth by the District.
- **Information Technology** – provides technical coordination and oversight services to Lottery Retail Agents, customers, and internal DCLB

operations. The goal is to aid retail agents, customers and internal operations in delivering, playing, and providing an uncompromised portfolio of lottery products.

- **Claim Center** – provides claims processing and gaming information services to the gaming public. The goal is for the public to redeem prizes and enjoy a positive gaming experience.

The FY 2007 budget and associated FTEs for the activities for the Game Administration program is included in Table DC0-4.

#### Key Result Measure

##### Program 1: Gaming Operations

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Kevin Johnson; William Parson; Erich Coleman; William Robinson

*Supervisor(s):* Jeanette A. Michael, Executive Director; Jeffrey Young, Chief Operating

##### Measure 1.1: Percent change in lottery tickets sold

	Fiscal Year			
	2005	2006	2007	2008
Target	2	5	2	2
Actual	-4	-	-	-

Note: FY 2006 target changed from 3% to 5%. FY 2007-2008 targets reduced from 3% to 2%. (3/10/06)

##### Measure 1.2: Percent of eligible agents who achieve year-over-year target level growth

	Fiscal Year			
	2005	2006	2007	2008
Target	95	95	95	95
Actual	70	-	-	-

### Instant Games

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$40,745,770	\$41,066,392	\$320,622	0.8
FTEs	N/A	N/A	N/A	N/A

#### Program Description

The **Instant Games** program provides a portfolio of instant lottery games to the gaming public so that they can experience the entertainment value and potential reward of playing and winning with

scratch-off style lottery tickets. This program supports the Citywide Strategic Priority area of Making Government Work.

The program's 1 activity is:

- **Instant Games** – provides scratch-off style lottery tickets for purchase by eligible players. The goals are for eligible players to purchase the tickets and to avail themselves of the entertainment value offered by DCLB.

The FY 2007 budget and associated FTEs for the activities for the Instant Games program is included in Table DC0-4.

### Key Result Measure

#### Program 2: Instant Games

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Kevin Johnson; William Parson

*Supervisor(s):* Jeanette A. Michael, Executive Director; Jeffrey Young, Chief Operating

#### Measure 2.1: Percentage of transfer target met

	Fiscal Year			
	2005	2006	2007	2008
Target	100	100	100	100
Actual	93	-	-	-

Note: FY 2005-2007 targets modified from 15 to 100.

### Online Games

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$199,935,230	\$203,466,864	\$3,531,634	1.8
FTEs	N/A	N/A	N/A	N/A

### Program Description

The **On-Line Games** program provides on-line lottery services to the gaming public so that the District can experience a steady source of revenue from the transfer of net proceeds from lottery sales. This program supports the Citywide Strategic Priority area of Making Government Work.

The program's 9 activities are:

- **Lucky Numbers, DC Four, Hot Five (Rolling Cash Five), DC Daily Six, PowerBall, Lotto 6, KENO and Hot Lotto**

**Games, and Miscellaneous income** – provide lottery opportunities to the gaming public so that they can experience the entertainment value and potential reward of playing and winning lottery games.

The projected increase in revenue over the FY 2006 budget is primarily the result of increases in Lucky Numbers, DC Four, and Hot Five game sales offset by a decline in PowerBall game sales. Although PowerBall jackpots may increase dramatically during any given year, DCLB projects that large jackpots will be less consistent than in previous years, reducing the amount of revenue generated. The Lucky Numbers and DC Four core DCLB games reflect a cumulative increase in collections and participation in-line with DCLB strategic goals that include the promotion and redesign of current games to increase market share. Increases in these and other games, which have a regular game participation pattern, will enable DCLB to maintain revenue growth.

The FY 2007 budget and associated FTEs for the activities for the On-Line Games program is included in Table DC0-4.

### Key Result Measure

#### Program 3: On-Line Gaming Operations

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Kevin Johnson; William Parson; Erich Coleman

*Supervisor(s):* Jeanette A. Michael, Executive Director; Jeffrey Young, Chief Operating

#### Measure 3.1: On-line games - percent of transfer target met

	Fiscal Year			
	2005	2006	2007	2008
Target	100	100	100	100
Actual	94	-	-	-

### Agency Management

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$5,629,449	\$4,920,268	-\$709,181	-12.6
FTEs	25.0	25.0	0.0	0.0



The **Agency Management** program provides operational support and the required tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

#### Key Result Measure

##### Program 4: Agency Management

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Carol Jackson Jones; Kevin Johnson; William Parson; Erich Coleman; William Robinson

*Supervisor(s):* Jeanette A. Michael, Executive Director; Jeffrey Young, Chief Operating

#### Measure 4.1: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year			
	2005	2006	2007	2008
Target	5	5	5	N/A
Actual	N/A	-	-	-

Note: This measure will need to be reconfigured during FY 2006 or replaced with an alternative measure of an agency's financial management. Although individual agencies may generate spending pressures throughout the fiscal year, the Office of the Chief Financial Officer (OCFO) works with the agency's executive staff, program staff and agency-based OCFO staff to identify those pressures and areas of potential savings as early as possible to ensure that all agencies are in balance by year's end.

#### Measure 4.2: Cost of Risk

	Fiscal Year			
	2005	2006	2007	2008
Target	N/A	N/A	N/A	N/A
Actual	N/A	-	-	-

Note: Agencies were to establish baselines for Cost of Risk in cooperation with the Office of Risk Management during FY 2005. The final baseline figures and FY 2006-2008 targets will be published in the FY 2007 Operating Budget and Financial Plan, due to be submitted to Congress in June 2006. Cost of Risk is a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. (3/10/06)

#### Measure 4.3: Percent of the Mayor's Customer Service Standards Met

	Fiscal Year			
	2005	2006	2007	2008
Target	63	63	63	63
Actual	35	-	-	-

#### Measure 4.4: Percent of Key Result Measures Achieved

	Fiscal Year			
	2005	2006	2007	2008
Target	70	70	70	70
Actual	20	-	-	-

#### Agency Financial Operations

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$871,440	\$2,410,145	\$1,538,705	176.6
FTEs	10.0	11.0	1.0	10.0

The purpose of the **Agency Financial Operations** program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. More information about the Agency Financial Operations program can be found in the Strategic Budgeting chapter.

**For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2007 Operating Appendices volume.**



# D.C. Sports and Entertainment Commission

[www.dcsec.com](http://www.dcsec.com)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$3,619,708	\$339,629,923	\$195,313,780	-42.5

The mission of the D.C. Sports and Entertainment Commission is to improve quality of life and enhance economic development in the District by operating Robert F. Kennedy Memorial Stadium (RFK), managing the non-military functions of the D.C. National Guard Armory, promoting the District as a venue for sports and entertainment activities, and supporting youth recreational activities.

The commission was established in 1994 as a component unit of the District government, which allows the organization to work on behalf of the District's citizens with greater flexibility. An eleven-member board of directors governs the commission, each appointed by the Mayor and confirmed by the District Council. Its financial results are reported in the District's Comprehensive Annual Financial Report and separately in the commission's own annual financial report.

Funding for commission operations is derived from two sources:

- Special revenue funds generated from the utilization of commission-operated facilities, including commissions, parking, and charges from the booking of events; and

- Bond proceeds for the construction of the District's new baseball stadium and certain specific baseball-related projects.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Manage the construction of a new Major League Baseball (MLB) stadium in the District;
- Increase the number of events, and related revenue, held at its facilities by seeking and creating events and making the venues more attractive to promoters and producers; and
- Improve community outreach by developing a more comprehensive and focused strategy.

## Gross Funds

The proposed budget is \$195,313,780, representing a decrease of \$144,316,143, or 42.5 percent from the FY 2006 approved budget of \$339,629,923. There are no District FTEs, unchanged from FY 2006.

## General Fund

**Special Purpose Revenue Funds.** The proposed budget is \$195,313,780, a decrease of \$144,316,143, or 42.5 percent from the FY 2006 approved budget of \$339,629,923. There are no operating FTEs supported through the District's personnel system for this agency, unchanged from FY 2006.

Changes from the FY 2006 approved budget are:

- A decrease of \$141,650,000 from the budget authority amount approved in FY 2006 for the construction of a new baseball stadium near the Anacostia River in Southeast. The total budget authority requested for stadium construction for FY 2006 and FY 2007 is \$492,800,000;
- A decrease of \$3,025,797 in the commission's operating costs for various facility, contractual, and professional services expenditures;

- An increase of \$359,653 in personal services to cover salary and fringe benefits increases;
- A redirection of \$1,600,000 from Contractual Services to Regular Pay Other for part-time temporary staff associated with MLB operations and other events at RFK stadium and the D.C. National Guard Armory; and
- A redirection of \$8,487,199 from Other Services and Charges to Contractual Services resulting primarily from the redirection of budget authority to align it with projected expenditures.

## Programs

The D.C. Sports and Entertainment Commission is committed to the following programs:

### District Baseball Ballpark

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$317,200,000	\$175,550,000	-\$141,650,000	-44.7
FTEs	N/A	N/A	N/A	N/A

## Funding by Source

Table SC0 -1 shows the source of funding for the D.C. Sports and Entertainment Commission.

Table SC0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Funds	2,564	3,620	339,630	195,314	-144,316	-42.5
<b>Total for General Fund</b>	<b>2,564</b>	<b>3,620</b>	<b>339,630</b>	<b>195,314</b>	<b>-144,316</b>	<b>-42.5</b>
<b>Gross Funds</b>	<b>2,564</b>	<b>3,620</b>	<b>339,630</b>	<b>195,314</b>	<b>-144,316</b>	<b>-42.5</b>

\*Percent Change is based on whole dollars.

## Expenditure by Comptroller Source Group

Table SC0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table SC0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	1,781	2,398	3,031	3,176	145	4.8
12 Regular Pay - Other	119	155	0	1,600	1,600	N/A
13 Additional Gross Pay	66	38	298	46	-252	-84.5
14 Fringe Benefits - Curr Personnel	412	517	489	607	118	24.0
15 Overtime Pay	186	512	46	395	349	758.0
<b>Subtotal Personal Services (PS)</b>	<b>2,564</b>	<b>3,620</b>	<b>3,864</b>	<b>5,823</b>	<b>1,960</b>	<b>50.7</b>
20 Supplies and Materials	0	0	593	466	-127	-21.4
30 Energy, Comm. and Bldg Rentals	0	0	1,194	1,318	124	10.4
31 Telephone, Telegraph, Telegram, Etc	0	0	64	217	153	239.5
32 Rentals - Land and Structures	0	0	250	25	-225	-90.0
33 Janitorial Services	0	0	1,252	42	-1,210	-96.7
40 Other Services and Charges	0	0	14,224	1,884	-12,340	-86.8
41 Contractual Services - Other	0	0	317,966	184,803	-133,163	-41.9
50 Subsidies and Transfers	0	0	158	200	42	26.4
60 Land and Buildings	0	0	0	0	0	N/A
70 Equipment & Equipment Rental	0	0	64	534	470	735.1
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>335,766</b>	<b>189,491</b>	<b>-146,276</b>	<b>-43.6</b>
<b>Total Proposed Operating Budget</b>	<b>2,564</b>	<b>3,620</b>	<b>339,630</b>	<b>195,314</b>	<b>-144,316</b>	<b>-42.5</b>

\*Percent Change is based on whole dollars.

Note: The Commission presents its budgeted revenues and expenditures for the purpose of reporting. However, as a proprietary fund, under the current financial accounting structure, the Commission's actual revenues and expenditures are not tracked in the District System of Accounting and Reporting (SOAR) and may not appear in this chart.

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## Expenditure by Program

The D.C. Sports and Entertainment Commission has the following program structure:

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Figure SC0-1

### D.C. Sports and Entertainment Commission



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#### Program Description

The **District Baseball Ballpark** program supports the Citywide Strategic Priority area of *Promoting Economic Development*. The purpose of this program is to administer the construction of a new baseball stadium in the District, which will be owned by the District and leased to the owners of the MLB team.

This program is a component of the Ballpark Omnibus Financing and Revenue Act of 2004 for the construction of a District baseball stadium in Southeast. Of the total project costs, the Commission administers \$492.8 million. This amount includes: (1) new stadium construction base costs and builder's contingency totaling \$431.5 million, (2) \$24.0 million for the renovation of RFK Stadium, (3) \$21.0 million for parking facility construction, and (4) \$16.3 million which is the commission's estimated share of the

overall project contingency. The FY 2007 budget for the Sports Commission component of the project is \$175.6 million. This amount, in addition to the \$317.2 million requested in the FY 2006 budget, equals the total amount of the project costs for the commission.

The following table identifies the primary project components:

Table SC0-3	
Component	Cost (\$ in millions)
New Stadium Construction	\$431.5
RFK Stadium	18.5
Contingency for RFK	5.5
Parking	21.0
Project Contingency	16.3
<b>Grand Total for Sports Commission Component</b>	<b>\$492.8</b>

### Program Description

The commission's budget authority for this project is available until expended; funds are non-lapsing and any remaining unspent budget authority at the end of FY 2007 will carry over or be automatically reauthorized in the next budget year until the project is complete. The anticipated project completion date is Spring 2008.

For more detailed information regarding the proposed funding for the District Baseball financing plan, please see the Ballpark Revenue Fund section of the Special Studies volume.

### Sponsored Events

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$22,429,923	\$19,763,780	-\$2,666,143	-11.9
FTEs	N/A	N/A	N/A	N/A

### Program Description

The **Sponsored Events** program supports the Citywide Strategic Priority area of *Promoting Economic Development*. The purpose of this program is to promote Commission facilities to attract and develop new events for RFK Stadium, the D.C. Armory, and commission parking lots. These events include the Washington Nationals, D.C. United Major League Soccer, local athletic games, and various concerts and events. This program also provides community outreach and grant opportunities to District-based groups who help expand sports, health, and educational or arts-related opportunities, particularly for school-aged children.

### Agency Goals and Performance Measures

#### Goal 1: Increase the number of events held at the agency's facilities.

*Citywide Strategic Priority Area(s):* Promoting Economic Development

*Manager(s):* Ollie Harper, Jr., Director of Facility Operations

*Supervisor(s):* Allen Y. Lew, Chief Executive Officer

#### Measure 1.1: Number of Stadium and Armory Events

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	73	100	115	115	115
Actual	93	N/A	-	-	-

## Expenditure by Program

Table SC0-4 shows the FY 2007 proposed budget and FTEs by control center and responsibility center for the D.C. Sports and Entertainment Commission.

Table SC0-4

Control Center/Responsibility Center	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>District Baseball Ballpark</b>								
District Baseball Ballpark	0	317,200	175,550	-141,650	0	0	0	0
<b>Subtotal: 'No Program Assigned'</b>	<b>0</b>	<b>317,200</b>	<b>175,550</b>	<b>-141,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sponsored Events</b>								
Sponsored Events	3,417	22,430	19,764	-2,666	54	0	0	0
<b>Subtotal: Sponsored Events</b>	<b>3,417</b>	<b>22,430</b>	<b>19,764</b>	<b>-2,666</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payroll Default Program (9980)</b>								
'No Activity Assigned'	202	0	0	0	0	0	0	0
<b>Subtotal: Payroll Default Program (9980)</b>	<b>202</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>3,620</b>	<b>339,630</b>	<b>195,314</b>	<b>-144,316</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

### Goal 2: Become more profitable

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* Wilma G. Matthias, Chief Financial Officer

*Supervisor(s):* Allen Y. Lew, Chief Executive Officer

#### Measure 2.1: Net income from stadium and armory events (thousands of dollars)

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	-2,523	-2,184	261	261	261
Actual	N/A	N/A	-	-	-

Note: FY 04 actual YTD figure is unavailable as auditors have not completed work for FY 2004.

### Goal 3: Improve community outreach program

*Citywide Strategic Priority Area(s):* ):

Strengthening Children, Youth, Families, and Elders; Building Safer Neighborhoods

*Manager(s):* Scott Burrell, Director of Special Projects

*Supervisor(s):* Allen Y. Lew, Chief Executive Officer

#### Measure 3.1: Community outreach contribution (thousands of dollars)

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	100	100	100	100	100
Actual	116	N/A	-	-	-

For more detailed information regarding the proposed funding for the District Baseball Stadium financing plan, please see the Ballpark Revenue Fund section of the Special Studies volume.



# District of Columbia Retirement Board

[www.dcrb.dc.gov](http://www.dcrb.dc.gov)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$12,547,585	\$30,077,738	\$34,422,682	14.4
FTEs	26.0	45.0	46.0	2.2

The mission of the District of Columbia Retirement Board (DCRB) is to manage the assets of the Teachers' Retirement Fund and the Police Officers' and Firefighters' Retirement Fund on an actuarially sound basis and manage the retirement program and post-employment benefit programs for participants and beneficiaries of those funds.

The District of Columbia Retirement Board (DCRB) is an independent agency that has "exclusive authority and discretion to manage and control" the District's pension plan funds for police officers, firefighters and teachers under section 1-711 of the District of Columbia Code (2001 edition).

The proposed FY 2007 budget reflects the provisions of Subtitle I.B, the Office of Financial Operations and Systems Reorganization Act, of D.C. Law 15-205 and Section 4, Administration of Retirement Program for Police Officers, Fire Fighters, and Teachers. This law transferred to the DCRB the responsibility of administering the District's defined benefit retirement programs for D.C. police officers, fire fighters, and public school teachers.

The budget also reflects the Memorandum of Understanding with the U.S. Department of the Treasury which states:

- 1) That the DCRB will administer the federal defined benefit programs for these employee groups under Public Law 105-33, the District of Columbia Retirement Protection Act of 1977;
- 2) That the federal government will reimburse the DCRB for this service. DCRB assumed these responsibilities on October 1, 2005.

Consistent with prior years, this proposed budget relies upon Special Purpose Revenue funding and does not request any funding from Local sources. Part of the funding will come from the assets of the District retirement funds to pay for managing the assets of those funds and for administering the District retirement programs. The other part will come from the feder-

al government to reimburse the DCRB for the costs of administering federal benefits.

DC Law 13-38, effective October 29, 1999, authorized the Board to establish and manage a classification and compensation program for its staff. (D.C. Official Code 1-711(k), 2001 edition). Pursuant to this law and related regulations promulgated by the Board, DCRB has exclusive authority to determine compensation, including incentive pay, merit increases based on performance, and competitive compensation in the marketplace. The personal services budget provides reasonable funding for potential adjustments in staff compensation.

The D.C. Retirement Board consists of 12 voting trustees: 3 appointed by the Mayor; 3 by the District Council; and 6 elected by the employee participation groups. Additionally, the District's Chief Financial Officer serves as a non-voting, ex officio trustee.

The board has 6 standing committees: Benefits, Emerging Enterprise, Fiduciary, Investments, Legislative, and Operations. The board hires an executive director and support staff to assist in carrying out its duties.

The DCRB plans to fulfill its mission by achieving the following strategic result goals:

- Achieve an actual long-term investment rate of return for the Teachers' Retirement Fund and for the Police Officers' and Firefighters' Retirement Fund in excess of the actuarially assumed investment rate of return;
- Issue timely and accurate benefit payments to retirees and their survivors; and
- Make vendor payments on a timely basis to minimize any interest penalties.

## Gross Funds

The proposed budget is \$34,422,682, representing an increase of \$4,344,944, or 14.4 percent over the FY 2006 approved budget of \$30,077,738. There are 46.0 FTEs for the agency, an increase of 1.0 FTE, or 2.2 percent over FY 2006.

## General Funds

**Special Purpose Revenue Funds:** The proposed budget is \$34,422,682, an increase of \$4,344,944, or 14.4 percent over the FY 2006

approved budget of \$30,077,738. The agency's entire budget is funded through Special Purpose Revenue, derived from the investment earnings of the pension plans and reimbursement from the U.S. Treasury for the administration of certain pension payments to retirees. The use of the funds by DCRB is as provided by law. There are 46.0 FTEs, an increase of 1.0 FTE, or 2.2 percent over FY 2006.

Changes from the FY 2006 approved budget are:

- An increase in personal services of \$207,590 for one additional FTE including pay raises and increases in fringe benefits. Pursuant to District Code Section 1-711(k), the DCRB has independent personnel authority with regard to the compensation and hiring of its professional staff.
- A net increase of \$100,079 for fixed costs in various commodities. For details on fixed costs changes by commodity for this agency, please see the fixed costs chapter in the Special Studies book.
- An increase of \$4,037,275 for contractual management costs of the District's retirement plans. These costs increase along with the value of the plans, a structural cost driver that is the primary factor in the annual increase in the DCRB operating budget.

## Programs

Due to its status as an independent agency that does not use local funding, the District of Columbia Retirement Board has not fully implemented the District's Performance-Based Budgeting system. However, it has organized its budget in program-based format as follows:

## Investment Management

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$16,279,951	\$19,499,087	\$3,219,136	19.8
FTEs	8.0	12.0	4.0	50.0

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## Funding by Source

Tables DY0-1 and 2 show the sources of funds and FTEs by fund type for the D.C. Retirement Board.

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Table DY0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	9,037	12,548	30,078	34,423	4,345	14.4
<b>Total for General Fund</b>	<b>9,037</b>	<b>12,548</b>	<b>30,078</b>	<b>34,423</b>	<b>4,345</b>	<b>14.4</b>
<b>Gross Funds</b>	<b>9,037</b>	<b>12,548</b>	<b>30,078</b>	<b>34,423</b>	<b>4,345</b>	<b>14.4</b>

\*Percent Change is based on whole dollars.

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Table DY0-2

### FY 2007 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change
<b>General Fund</b>						
Special Purpose Revenue Fund	13	26	45	46	1	2.2
<b>Total for General Fund</b>	<b>13</b>	<b>26</b>	<b>45</b>	<b>46</b>	<b>1</b>	<b>2.2</b>
<b>Total Proposed FTEs</b>	<b>13</b>	<b>26</b>	<b>45</b>	<b>46</b>	<b>1</b>	<b>2.2</b>

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## Expenditure by Comptroller Source Group

Table DY0-3 shows the FY 2007 proposed budget for the D.C. Retirement Board at the Comptroller Source Group level (Object Class level).

Table DY0-3

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

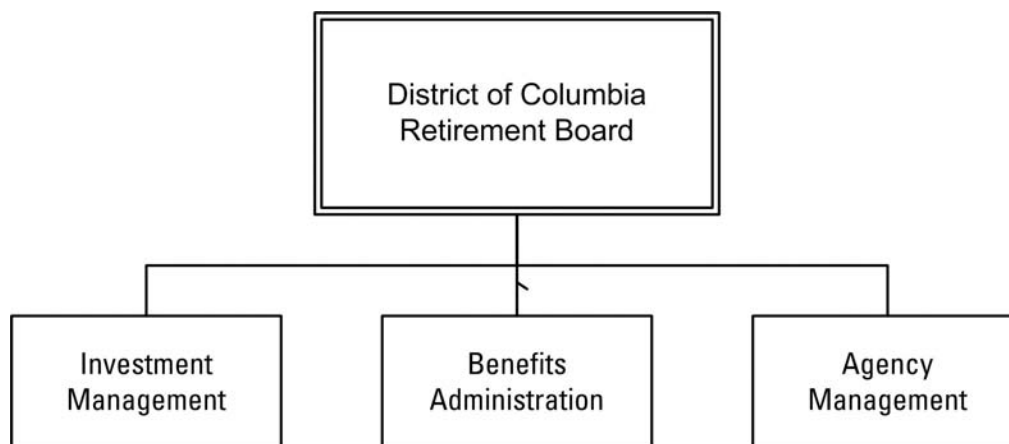
(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	1,058	1,063	3,261	3,394	133	4.1
12 Regular Pay - Other	56	118	140	150	10	7.1
13 Additional Gross Pay	25	12	125	146	21	16.8
14 Fringe Benefits - Curr Personnel	144	153	721	754	33	4.6
15 Overtime Pay	0	0	221	232	11	4.8
<b>Subtotal Personal Services (PS)</b>	<b>1,283</b>	<b>1,346</b>	<b>4,468</b>	<b>4,675</b>	<b>208</b>	<b>4.6</b>
20 Supplies and Materials	102	147	257	230	-26	-10.3
31 Telephone, Telegraph, Telegram, Etc	10	16	77	36	-41	-53.4
32 Rentals - Land and Structures	221	181	1,135	1,275	140	12.4
34 Security Services	0	0	5	6	1	23.5
40 Other Services and Charges	7,408	10,160	16,082	18,624	2,542	15.8
41 Contractual Services - Other	0	0	7,204	8,761	1,557	21.6
70 Equipment & Equipment Rental	12	698	849	814	-35	-4.2
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>7,754</b>	<b>11,201</b>	<b>25,610</b>	<b>29,747</b>	<b>4,137</b>	<b>16.2</b>
<b>Total Proposed Operating Budget</b>	<b>9,037</b>	<b>12,548</b>	<b>30,078</b>	<b>34,423</b>	<b>4,345</b>	<b>14.4</b>

\*Percent Change is based on whole dollars.

Figure DY0-1

### District of Columbia Retirement Board



## Expenditure by Performance-Based Budgeting Structure

Table DY0-4 shows the FY 2007 proposed budget and FTEs by program and activity for the District of Columbia Retirement Board.

Table DY0-4

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>DCRB INVESTMENTS (1000)</b>								
DCRB (1100)	12,543	16,280	19,499	3,219	26	8	12	4
<b>Subtotal: DCRB INVESTMENTS (1000)</b>	<b>12,543</b>	<b>16,280</b>	<b>19,499</b>	<b>3,219</b>	<b>26</b>	<b>8</b>	<b>12</b>	<b>4</b>
<b>DCRB BENEFITS ADMINISTRATION (2000)</b>								
DCRB Benefits Administration (2100)	0	9,393	10,990	1,596	0	18	19	1
<b>Subtotal: DCRB BENEFITS ADMIN (2000)</b>	<b>0</b>	<b>9,393</b>	<b>10,990</b>	<b>1,596</b>	<b>0</b>	<b>18</b>	<b>19</b>	<b>1</b>
<b>DCRB AGENCY MANAGEMENT (3100)</b>								
DCRB Agency Management (3000)	0	4,404	3,934	-470	0	19	15	-4
<b>Subtotal: DCRB BENEFITS ADMIN (2000)</b>	<b>0</b>	<b>4,404</b>	<b>3,934</b>	<b>-470</b>	<b>0</b>	<b>-19</b>	<b>-15</b>	<b>-4</b>
<b>'NO PROGRAM ASSIGNED'</b>								
'No Activity Assigned'	5	0	0	0	0	0	0	0
<b>Subtotal: 'NO PROGRAM ASSIGNED'</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>12,548</b>	<b>30,078</b>	<b>34,423</b>	<b>4,345</b>	<b>26</b>	<b>45</b>	<b>46</b>	<b>1</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

#### Program Description

The **Investment Management** program provides for the control, management, and investment of the assets of the Teachers' Retirement fund and the Police Officers' and Firefighters' Retirement fund pension plans.

Information on the financing of the District's retirement plans for teachers, police officers and firefighters can be located in the District of Columbia Code (2001 edition) Division I, Title I, Chapter 9, Subchapter IV, Financing of Retirement Benefits. (1-907.02).

The FY 2007 budget and associated FTEs for the activities within the Investment Management program are included in Table DY0-4.

#### Benefits Administration

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$9,393,334	\$10,989,538	\$1,596,204	17.0
FTEs	18.0	19.0	1.0	5.6

#### Program Description

The Benefits Administration program provides for the timely and accurate payment of benefits to retirees.

The FY 2007 budget and associated FTEs for the activities within the Benefits Administration program are included in Table DY0-4.

## Agency Management Program

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$4,404,453	\$3,934,057	-\$470,396	-10.7
FTEs	45.0	46.0	1.0	2.2

## Measure 1.3: Percent of vendor payments made on a timely basis to minimize interest penalties

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	N/A	N/A	99	99	N/A
Actual	N/A	N/A	-	-	-

Note: New measure in FY 2006.

## Program Description

The Agency Management Program provides operational support and the required tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Management program can be found in the Strategic Budgeting chapter.

## Agency Goals and Performance Measures

### Goal 1: Achieve long-term rate of return in excess of the actuarially assumed rate of return.

*Citywide Strategic Priority Area(s):* Making

Government Work

*Manager(s):* Constance Donovan, Acting Executive Director

*Supervisor(s):* District of Columbia Retirement Board of Trustees

### Measure 1.1: Achieve a long-term rate of return in excess of the actuarially assumed rate of return

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	7.25	7.25	7.25	7.25	N/A
Actual	9.2	N/A	-	-	-

Note: Measure modified from "Performance of the actuarial rate versus the District's 10 year actual rate of return percentage." (2/16/05)

### Measure 1.2: Percent of timely and accurate benefit payments to the retirees and their survivors

	Fiscal Year				
	2003	2004	2005	2006	2007
Target	N/A	N/A	90	90	N/A
Actual	N/A	N/A	-	-	-

Note: New measure in FY 2006.

# Washington Convention Center Authority

[www.dcconvention.com](http://www.dcconvention.com)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$0	\$78,899,833	\$80,237,898	1.7

The mission of the Washington Convention Center Authority (WCCA) is to expand the revenue base of the District by promoting and hosting large national and international conventions and trade shows attracting hundreds of thousands of visitors, as well as providing expanded employment and business opportunities for residents of the District.

The District Council enacted the Washington Convention Center Authority Act, which transferred operational oversight of the convention center to the Washington Convention Center Authority, on August 2, 1994.

A nine-member board of directors (the board) governs the WCCA. Two members serve as ex-officio voting members of the Board. One of the ex-officio members must be the Chief Financial Officer of the District of Columbia and the other is designated by the Mayor. The remaining seven public members are appointed by the Mayor with the consent of the Council of the District of Columbia and represent certain sectors of the community. The terms of the public members are four years. No board member is permitted to serve more than two consecutive four-year terms. The Mayor appoints one public member as chairperson with the advice and consent of the Council.

The Authority fulfills its mission by achieving the following strategic goals:

- Operating the 2.3 million square foot state-of-the-art convention center, the largest building in the District of Columbia and a model for future convention venues;
- Providing space for national and international, public and local events, and exhibits; and
- Expanding the tax base by attracting out-of-town visitors to the District of Columbia.

## Gross Funds

The proposed budget is \$80,237,898, an increase of \$1,338,065, or 1.7 percent, over the FY 2006 approved budget of \$78,899,733. The agency's entire budget is funded with Special Purpose Revenue. There are no District FTEs.

## General Fund

**Special Purpose Revenue Funds:** The proposed budget is \$80,237,898, representing an increase of \$1,338,065, or 1.7 percent, over the FY 2006 approved budget of \$78,899,833. The Washington Convention Center Authority

employees do not fall under the District Merit Personnel system and, therefore, are not reflected in the FTE authority.

Changes from the FY 2006 approved budget are:

- A net increase of \$141,170 for staffing and staffing-related costs;
- A net increase of \$624,261 in nonpersonal services for supplies, utilities, contractual services and equipment; and

- A net increase of \$572,634 in the marketing service contracts based on dedicated tax projections provided by the DC Office of Research and Analysis. Marketing service contracts are funded out of the Marketing Fund. The amount allocated to the Marketing Fund is 17.4 percent of projected Hotel Sales Tax collections.

## Funding by Source

Table ES0-1 shows the source of funding for the Washington Convention Center Authority.

Table ES0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Funds	0	0	78,900	80,238	1,338	1.7
<b>Total for General Fund</b>	<b>0</b>	<b>0</b>	<b>78,900</b>	<b>80,238</b>	<b>1,338</b>	<b>1.7</b>
<b>Gross Funds</b>	<b>0</b>	<b>0</b>	<b>78,900</b>	<b>80,238</b>	<b>1,338</b>	<b>1.7</b>

\*Percent Change is based on whole dollars.



## Expenditure by Comptroller Source Group

Table ES0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table ES0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	0	0	10,340	10,023	-316	-3.1
12 Regular Pay - Other	0	0	738	1,145	407	55.2
13 Additional Gross Pay	0	0	432	489	57	13.3
14 Fringe Benefits - Curr Personnel	0	0	2,711	2,704	-7	-0.3
<b>Subtotal Personal Services (PS)</b>	<b>0</b>	<b>0</b>	<b>14,220</b>	<b>14,362</b>	<b>141</b>	<b>1.0</b>
20 Supplies and Materials	0	0	634	654	21	3.3
30 Energy, Comm. and Bldg Rentals	0	0	5,038	5,908	870	17.3
40 Other Services and Charges	0	0	13,424	13,276	-148	-1.1
41 Contractual Services - Other	0	0	8,958	9,531	573	6.4
70 Equipment & Equipment Rental	0	0	454	331	-122	-27.0
80 Debt Service	0	0	36,172	36,176	4	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>64,679</b>	<b>65,876</b>	<b>1,197</b>	<b>1.9</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>0</b>	<b>78,900</b>	<b>80,238</b>	<b>1,338</b>	<b>1.7</b>

\*Percent Change is based on whole dollars.

Note: The agency presents its budgeted revenues and expenditures for the purpose of reporting. However, as a proprietary fund, under the current financial accounting structure, the agency's actual revenues and expenditures are not tracked in the District System of Accounting and Reporting (SOAR) and may not been shown in this chart or in the Comprehensive Annual Financial Report (CAFR).

## Expenditure by Program

Table ES0-4 shows the FY 2007 proposed budget and FTEs by program and activity for the Washington Convention Center Authority.

Table ES0-4

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Wash Convention Center (1000)</b>								
Wash Convention Center (1100)	0	78,900	80,238	1,338	0	0	0	0
<b>Subtotal: Wash Convention Center (1000)</b>	<b>0</b>	<b>78,900</b>	<b>80,238</b>	<b>1,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>78,900</b>	<b>80,238</b>	<b>1,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change Is Calculated By Whole Numbers and Numbers May Not Add Up Due To Rounding)

## Programs

The Washington Convention Center Authority operates the following programs:

### Events and Operations

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$78,899,833	\$80,237,898	\$1,338,065	1.7
FTEs	N/A	N/A	N/A	N/A

### Program Description

The Washington Convention Center opened in April 2003 and hosted 201 events as of September 30, 2004. Also, as of September 30, 2004, the WCCA has reserved 525 events for the convention center from 2005 to 2018.

The Center has 725,000 square feet of exhibit space, 210,000 square feet of meeting space divisible into 70 meeting rooms, and 44,000 square feet of retail space and street level restaurants. The meeting space includes 60,000 square feet for a ballroom that is considered the largest on the East Coast. The convention center is ranked 8th nationally in terms of size of prime exhibit space.

On July 1, 2004, a lease agreement was signed between the District of Columbia and the Washington Convention Center Authority granting the WCCA the exclusive right to use the old convention center site located on 900 9th Street N.W. The term of the lease is from July 1, 2004 through July 1, 2014. The District of Columbia reserves the right to terminate the lease for any reason, upon 90 days written notice. WCCA agreed to use the leased premises solely to raze and demolish the existing facilities in order to build and operate a public parking lot providing vehicular parking service to the general public and related administrative and recreational uses.

## Agency Goals and Performance Measures

**Goals 1: Maintain or exceed bookings and building revenue in the new convention center.**

*Citywide Strategic Priority Area(s):* Promoting Economic Development

*Manager(s):* Pia Brown, Director of Event Management

*Supervisor(s):* Reba Pittman Walker, Acting General Manager

### Measure 1.1: Number of events hosted

	2004	2005	2006	2007	2008
Target	161	170	120	120	N/A
Actual	201	N/A	-	-	-

Note: Events are continually booked and some cancelled. The revised FY 2005 target of 170 events represents shows booked after the original FY 2005 budget submission. The FY 2006 and FY 2007 targets are subject to change as events will continue to be booked after the FY 2006 budget is submitted.

### Measure 1.2: Operating revenue generated (millions)

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	N/A	15.6	15.5	15.5	N/A
Actual	N/A	N/A	-	-	-

Note: Projected revenue for Fiscal Years 2006 and 2007 are preliminary and subject to change since events are booked and cancelled after the budget is submitted.

### Measure 1.3: Convention center occupancy rate (percentage)

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	75	75	75	75	N/A
Actual	81	N/A	-	-	-

Note: The target for this measure refers to the days the convention center is available for bookings. The convention center facilities are available for booking 70% of the operating year. Holidays, scheduled maintenance periods and short windows between events account for the remainder of the year.

# Housing Finance Agency

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	0	\$ 6,069,565	\$ 6,528,950	7.6

The mission of the Housing Finance Agency (HFA) is to stimulate and expand homeownership and rental housing opportunities for low and moderate-income families in the District of Columbia.

HFA was established in 1979 as a corporate body with a legal existence separate from the government of the District of Columbia to stimulate. HFA issues tax-exempt mortgage revenue bonds to lower the cost of financing single-family housing and the costs of acquiring, constructing, and rehabilitating rental housing. In addition, HFA issues taxable bonds and 4.0 percent low-income housing tax credits to achieve its affordable housing preservation, rehabilitation, and development objectives.

The agency plans to fulfill its mission by achieving the following strategic result goals:

- Finance those development projects within its investment niche that preserve, rehabilitate, and produce affordable housing for at-risk and very low to middle-income persons;
- Continue to fund units of affordable housing for optimal community investment with millions of dollars in taxable and tax-exempt bonds;
- Provide homeownership counseling to approximately 2,000 borrowers and expand homebuyer seminars and workshops; and
- Solidify HFA's investment niche by working closely with stakeholders, the Mayor, the Council, and government agencies to deter-

mine how HFA can more effectively use its resources to help leverage other District dollars for neighborhood development.

The Housing Finance Agency offers below market financing for first-time homebuyers, current homeowners, and multi-family developers by issuing tax-exempt mortgage revenue bonds to lower the cost of financing multi-family developments and single-family homeownership.

## Gross Funds

The FY 2007 proposed budget is \$6,528,950, representing an increase of \$459,385, or 7.6 percent over the FY 2006 approved budget of \$6,069,565. There are no District FTEs, no change from FY 2006. The budget is comprised entirely of Special Purpose Revenue funds.

## General Fund

**Special Purpose Revenue Funds.** The FY 2007 proposed budget is \$6,528,950, representing an increase of \$459,385, or 7.6 percent over the FY 2006 approved budget of \$6,069,565. There are no District FTEs, no change from FY 2006.

## Funding by Source

Tables HF0-1 shows the sources of funds for the Housing Finance Agency.

Table HF0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	0	0	6,070	6,529	459	7.6
<b>Total for General Fund</b>	<b>0</b>	<b>0</b>	<b>6,070</b>	<b>6,529</b>	<b>459</b>	<b>7.6</b>
<b>Gross Funds</b>	<b>0</b>	<b>0</b>	<b>6,070</b>	<b>6,529</b>	<b>459</b>	<b>7.6</b>

\*Percent Change is based on whole dollars.

## Expenditure by Comptroller Source Group

Table HF0-2 shows the FY 2007 proposed budget for the Housing Finance Agency at the Comptroller Source Group level (Object Class level).

Table HF0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	0	0	3,430	3,490	60	1.8
12 Regular Pay - Other	0	0	97	89	-8	-8.3
13 Additional Gross Pay	0	0	50	102	52	104.6
14 Fringe Benefits - Curr Personnel	0	0	759	603	-155	-20.5
<b>Subtotal Personal Services (PS)</b>	<b>0</b>	<b>0</b>	<b>4,335</b>	<b>4,285</b>	<b>-51</b>	<b>-1.2</b>
20 Supplies and Materials	0	0	75	65	-10	-13.2
30 Energy, Comm. and Bldg Rentals	0	0	76	0	-76	-100.0
31 Telephone, Telegraph, Telegram, Etc	0	0	34	42	8	25.0
33 Janitorial Services	0	0	45	0	-45	-100.0
34 Security Services	0	0	2	0	-2	-100.0
40 Other Services and Charges	0	0	889	1,688	799	89.8
41 Contractual Services - Other	0	0	78	100	23	29.0
70 Equipment & Equipment Rental	0	0	324	350	26	7.9
80 Debt Service	0	0	212	0	-212	-100.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>1,734</b>	<b>2,244</b>	<b>510</b>	<b>29.4</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>0</b>	<b>6,070</b>	<b>6,529</b>	<b>459</b>	<b>7.6</b>

\*Percent Change is based on whole dollars.

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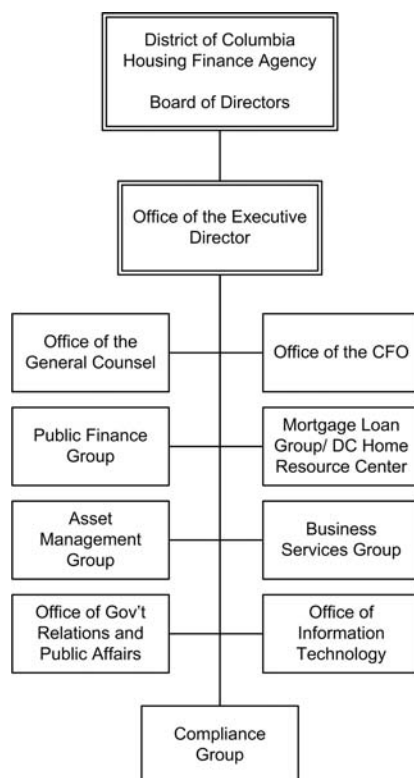
## Expenditure by Program

The Housing Finance Agency has the following program structure:

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Figure HF0 - 1

### Housing Finance Agency



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Changes from the FY 2006 approved budget are:

- A decrease of \$8,007 in Regular Pay - Other;
- A decrease of \$155,465 in Fringe Benefits - Current Personnel;
- A decrease of \$9,870 in Supplies and Materials;
- A net decrease of \$114,876 in fixed costs across various commodities. For details on fixed costs changes by commodity for this agency, please see the fixed costs chapter in the Special Studies book ;
- A decrease of \$211,909 in Debt Service;
- An increase of \$60,447 in Regular Pay - Continuing Full Time;
- An increase of \$52,313 in Additional Gross Pay;
- An increase of \$798,685 in Other Services and Charges;

- An increase of \$22,500 in Contractual Services - Other; and
- An increase of \$25,567 in Equipment and Equipment Rental.

### Programs

The Housing Finance Agency is committed to the following programs:

#### Multi-Family Development

The Multi-Family Development program provides a variety of financial services, including below market interest rates for first time homebuyers and current homeowners. The HFA also funds multi-family developers by issuing tax-exempt and taxable mortgage revenue bonds, McKinney Act Funds, and 4.0 percent low-

## Expenditure by Performance-Based Budgeting Structure

Table HF0-3 shows the FY 2007 proposed budget and FTEs by program and activity for the Housing Finance Agency.

Table HF0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Housing Finance Agency (1000)</b>								
Housing Finance Agency (1100)	0	6,070	6,529	459	0	0	0	0
<b>Subtotal: Housing Finance Agency (1000)</b>	<b>0</b>	<b>6,070</b>	<b>6,529</b>	<b>459</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>6,070</b>	<b>6,529</b>	<b>459</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

income tax credits to lower the cost of financing multi-family developments.

In FY 2005, the HFA secured \$100,000,000 in bond volume cap and secured \$4,971,000 of subsidy layering funds from the Department of Housing and Community Development (DHCD). Funding was approved for two of DHCD's housing developments that required bond financing. The HFA closed six multi-family transactions totaling \$172,903,604 in community investments. This resulted in the production and preservation of 7,623 affordable housing units.

### Single Family Development

The Single Family Development program provides home-buying education and financial/credit counseling through its Home Resource Center. Information is available on financing options, city and government home-buying assistance and incentives like the \$5,000 tax credit, tax abatements, the Home Purchase Assistance program (HPAP), and other programs to help with closing costs and many other incentives for the homebuyer.

Though the agency did not originate single family loans in FY 2005 because of the low mortgage rate environment and the continued fluctu-

ation in mortgage loan rates, HFA's staff laid the groundwork for the issuance of \$17 million in single family mortgage revenue bonds.

The Home Resource Center shifted its focus to homeownership counseling and community outreach. Staff provided homeownership counseling to more than 2,000 individuals and held hundreds of free workshops, an effort that HFA will continue through FY 2007.

### Agency Goals and Performance Measures

**Updated agency performance measures were not submitted for publication in the March FY 2007 mayoral budget request. Performance measures for this agency will be included in the June FY 2007 congressional budget submission.**

# National Capital Revitalization Corporation

[www.ncrcdc.com](http://www.ncrcdc.com)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$0	\$52,731,000	\$51,592,000	-2.2

The mission of the National Capital Revitalization Corporation is to revitalize neighborhoods by attracting private sector investment that creates jobs, generates revenue, attracts and retains businesses and empowers citizens.

The National Capital Revitalization Corporation (NCRC) is a publicly chartered corporation charged with spurring the revitalization of underserved and emerging neighborhoods in the District of Columbia through strategic business and real estate development and partnerships designed to enhance job creation, community amenities, opportunities for small businesses, and citizen empowerment. The RLA Revitalization Corporation (RLARC) is a subsidiary of NCRC charged with the management and disposition of a portfolio of more than 80 parcels of real property located in the District of Columbia.

To date, NCRC has generated approximately \$1 billion in real estate development in District neighborhoods and has built a production pipeline that includes another \$1 billion in real estate developments. These projects are expected to close in FY 2006 and FY 2007. This investment includes the development of more than 5.2 million square feet of retail and commercial space, approximately 3,400 new homes and more than 2,000 jobs for District residents.

NCRC believes that the people who work and live in the city should share in the economic investment it is bringing into neighborhoods. NCRC intends to fulfill this commitment by achieving the following strategic objectives:

- Expanding access to affordable and work-force housing in neighborhoods;
- Expanding support for local small businesses, including retail and small business attraction and retention, and access to resources for local businesses;
- Bringing quality retail opportunities to Skyland Shopping Center in Southeast, Fort Lincoln in Northeast, and Columbia Heights in Northwest; and
- Building strong, working partnerships with local and national businesses to attract and retain jobs for District residents.

NCRC/RLARC Neighborhood Investments	
Developments Closed and Under Construction	Projects in the Development Pipeline (Expected to close in FY 2006 and FY 2007)
<ul style="list-style-type: none"> <li>• CityVista</li> <li>• Anacostia Gateway</li> <li>• DC USA</li> <li>• Hayes Street, SE</li> <li>• Fort Lincoln Town homes</li> <li>• Kenyon Square</li> <li>• Highland Park</li> <li>• Dance Institute</li> <li>• The Barcelona</li> <li>• Verona Parc</li> <li>• Duron Paint</li> <li>• The Heights of Columbia</li> <li>• Tivoli Square</li> <li>• Greater Washington Urban League</li> <li>• Republic Square</li> <li>• Portals</li> </ul>	<ul style="list-style-type: none"> <li>• Skyland</li> <li>• Broadcast Center Partners (Radio One)</li> <li>• Gateway 34</li> <li>• Mt. Carmel</li> <li>• Waterfront (former Waterside Mall)</li> <li>• Town Center</li> <li>• Washington Gateway</li> <li>• 3910 Georgia Avenue</li> <li>• Wards 7 and 8 acquisitions</li> </ul>

### Gross Funds

The proposed budget is \$51,592,000, representing a decrease of \$1,139,000 or 2.2 percent from the FY 2006 approved budget of \$52,731,000. The gross amount is comprised of \$51,592,000 in Special Purpose Revenue funds. There are no operating FTEs supported through the District's personnel system for this agency.

### General Fund

**Special Purpose Revenue Funds.** The proposed budget is \$51,592,000, a decrease of \$1,139,000, or 2.2 percent from the FY 2006 approved budget of \$52,731,000. There are no operating FTEs supported through the District's personnel system for this agency.

Changes from the FY 2006 approved budget are:

- A decrease of \$17,230,000 in Special Purpose Revenue funds due to the reduction of federal Community Development Block Grant budget authority appropriated to the District's Department of Housing and Community Development;
- A decrease of \$868,000 in Subsidies and Transfers related to funding generated through property dispositions;

- An increase of \$15,800,000 from the proceeds from the sale of RLARC portfolio properties;
- An increase in personal services salary and fringe benefits of \$835,000 due to known pay raises and increased healthcare costs;
- An increase in Other Services and Charges of \$238,000 for payments to vendors and to cover general maintenance and other contracts;
- An increase in Supplies and Materials of \$20,000; and
- An increase of \$66,000 in fixed costs in various commodities. For details of fixed cost changes by commodity, please see the fixed costs chapter in the Special Studies volume.



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## Funding by Source

Table NC0-1 shows the source of funding for the National Capital Revitalization Corporation.

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Table NC0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Funds	0	0	52,731	51,592	-1,139	-2.2
<b>Total for General Fund</b>	<b>0</b>	<b>0</b>	<b>52,731</b>	<b>51,592</b>	<b>-1,139</b>	<b>-2.2</b>
<b>Gross Funds</b>	<b>0</b>	<b>0</b>	<b>52,731</b>	<b>51,592</b>	<b>-1,139</b>	<b>-2.2</b>

\*Percent Change is based on whole dollars.

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## Expenditure by Comptroller Source Group

Table NC0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

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Table NC0 - 2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	0	0	3,346	4,290	944	28.2
14 Fringe Benefits - Curr Personnel	0	0	734	625	-109	-14.9
<b>Subtotal Personal Services (PS)</b>	<b>0</b>	<b>0</b>	<b>4,080</b>	<b>4,915</b>	<b>835</b>	<b>20.5</b>
20 Supplies and Materials	0	0	77	97	20	26.0
30 Energy, Comm. and Bldg Rentals	0	0	503	569	66	13.1
40 Other Services and Charges	0	0	1,505	1,743	238	15.8
50 Subsidies and Transfers	0	0	46,566	44,268	-2,298	-4.9
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>48,651</b>	<b>46,677</b>	<b>-1,974</b>	<b>-4.1</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>0</b>	<b>52,731</b>	<b>51,592</b>	<b>-1,139</b>	<b>-2.2</b>

\*Percent Change is based on whole dollars.

Note: The agency presents its budgeted revenues and expenditures for the purpose of reporting. However, as a proprietary fund under the current financial accounting structure, the agency's actual revenues and expenditures are not tracked in the District System of Accounting and Reporting (SOAR) and may not appear in this chart or in the Comprehensive Annual Financial Report (CAFR).

## Expenditure by Performance-Based Budgeting Structure

Table NC0-3 shows the FY 2007 proposed budget and FTEs by program and activity for the National Capital Revitalization Corporation.

Table NC0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

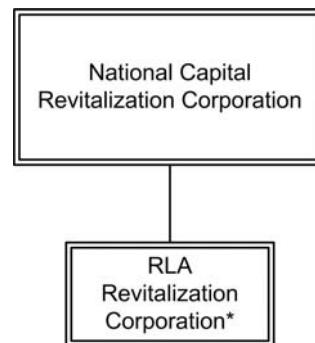
(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>NATIONAL CAPITAL REVITALIZATION CORP (1000)</b>								
National Capital Revitalization Corp (1100)	0	52,731	51,592	-1,139	0	0	0	0
<b>Subtotal: National Capital Revitalization Corp (1000)</b>	<b>0</b>	<b>52,731</b>	<b>51,592</b>	<b>-1,139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>52,731</b>	<b>51,592</b>	<b>-1,139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

Figure NC0-1

### National Capital Revitalization Corporation



\*RLARC assumed the assets and certain liabilities of the Redevelopment Land Agency.

### Programs

The National Capital Revitalization Corporation is committed to the following program:

### NCRC Operations

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$52,731,000	\$51,592,000	-\$1,139,000	-2.2
FTEs	N/A	N/A	N/A	N/A

### Program Description

The NCRC Operations program primarily supports the Citywide Strategic Priority area of Promoting Economic Development. The NCRC is proactively investing in District neighborhoods by catalyzing complex real estate transactions; establishing loan and equity funds; making equity investments; and providing expert technical assistance. These efforts are focused on creating jobs for District residents, business opportunities for local small businesses and

housing opportunities for households along the income range. By implementing key initiatives and collaborating with District, business, and community leaders, NCRC is creating new jobs, vibrant neighborhoods, and business opportunities.

The FY 2007 budget for the NCRC Operations program is included in Table NC0-3.

In FY 2007, NCRC will identify new sources of revenue and capital to invest in the District's neighborhoods. New initiatives include:

- **Add land assets to the portfolio** - This includes the purchase of property, the transfer of certain parcels in the Southwest Waterfront area to the Anacostia Waterfront Corporation in exchange for other District-owned properties and other financial support;
- **Complete Existing Deals in Aggressive Time Frame** - NCRC will continue expansion in Wards 7 and 8; select a development team for its property on Georgia Avenue; and begin development along H Street, NE;
- **Increase investments in the Northeast and Southeast neighborhoods** - NCRC is investing in the Skyland Shopping Center and evaluating other development opportunities in Southeast Washington. The NCRC's investment in Wards 7 and 8 have catalyzed approximately \$75 million in developments.
- **Take on larger and more complex development initiatives;** and
- **Implement private capital partnerships** that will provide access to debt and equity financing for key development projects.

NCRC will also identify new business lines, build strategic partnerships, and deploy staff and resources to better leverage the organization's expertise.

## Agency Goals and Performance Measures

**Goal 1: Spur economic development throughout the District, primarily in underserved neighborhoods, through real estate acquisition, management and development, business and financial development, and**

### apprenticeships and job creation, and business development

*Citywide Strategic Priority Area(s):* Promoting Economic Development; Building Safer Neighborhoods

*Manager(s):* Anthony C. Freeman, President and Chief Executive Officer

*Supervisor(s):* W. Ronald Evans, Chairman of the Board of Directors

#### Measure 1.1: The total number of private sector development dollars invested in our neighborhoods (in millions)

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	17	130	956	N/A	N/A
Actual	355	463	-	-	-

#### Measure 1.2: The amount of annual tax revenues generated through NCRC and RLARC initiatives and developments once operational (in millions)

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	0.5	5.4	9.6	N/A	N/A
Actual	1.6	23.7	-	-	-

Note: New measure in FY 2004.

#### Measure 1.3: The number of new jobs and LSDBE opportunities created through NCRC and RLARC initiatives and development

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	450	1,300	679	N/A	N/A
Actual	953	3,000	-	-	-

#### Measure 1.4: The number of new housing units created, with particular emphasis on the balance between market-rate and affordable housing

	Fiscal Year				
	2004	2005	2006	2007	2008
Target	63	575	1,886	N/A	N/A
Actual	387	1,145	-	-	-



# University of the District of Columbia

[www.udc.edu](http://www.udc.edu)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating	\$91,924,114	\$102,200,246	\$110,008,703	7.6
FTEs	753.0	1,079.3	1,075.0	-0.4

The mission of the University of the District of Columbia is to provide quality, affordable post-secondary education, through an open admissions policy, to District of Columbia residents at the certificate, associate, baccalaureate and graduate levels so that they can be prepared for immediate entry into the workforce, the next level of education, specialized career opportunities and integration into the global community.

The University of the District of Columbia (UDC) plans to fulfill its mission by achieving the following strategic result goals:

- Increase student enrollment, as evidenced by:
  - An increase in the number of full-time degree-seeking students;
  - An increase in the number of part-time degree-seeking students; and
  - An increase in the number of part-time non-degree-seeking students;
- Establish a reputation as a competitive and respected national and regional university by increasing the following:
  - The number of incoming students from the top 1/3 of their class;
  - The number of incoming students eligible for inclusion in the Honors Program;
  - The graduation rate;
  - Number of returned students from year to year (student retention rate); and
  - Number of positive articles about the University, its students, faculty, staff and alumni that appear in multiple media outlets;
- Provide high quality learning, research and public service experiences, relevant to the needs and interests of students, employers and research organizations, as evidenced by:
  - Academic programs that are high quality, current, and relevant to the needs of students and employers;
  - Faculty development programs established and implemented with a focus on teaching, research and public service;
  - Research, training and outreach on issues that affect the District of Columbia in such areas such as economics, education,

- environment, and health;
- An increase in the number of academic programs that meet the applicable accreditation and/or professional standards;
- An increase in the number of faculty engaged in research and publication;
- Build and maintain facility and technology infrastructure that supports high quality teaching, research and public service experiences, as evidenced by:
  - Developing funding and implementing a facilities master plan;
- Enabling and engaging the involvement and support of UDC alumni (including alumni of predecessor institutions), foundations, corporations and non-alumni individuals, by increasing:
  - The number of alumni donors;
  - The number of alumni involved in non-monetary opportunities for support;
  - The number of alumni involvement opportunities (school and department advisory board participation, career days, guest lectures, internships, golf tournaments alumni events, and school recruitment);
- Increasing the level of giving by foundations, corporations and non-alumni, as evidenced by:
  - The number of supporters at various levels of giving; and
  - The amount of dollars contributed by non-alumni donors

### **Gross Funds**

The proposed gross funds budget is \$110,008,703, representing an increase of \$7,808,457, or 7.6 percent over the FY 2006 approved budget of \$102,200,246. There are 1,075.0 operating FTEs for the University, a decrease of 4.3 FTEs, or 0.4 percent from the FY 2006 approved budget.

### **General Fund**

**Local Funds.** The proposed Local funds budget is \$59,296,000 for FY 2007, an increase of \$1,423,477, or 2.5 percent over the FY 2006 approved budget of \$57,872,523. The Local

funds budget supports 633.0 FTEs, an increase of 13.0 FTEs, or 2.1 percent over the FY 2006 approved budget of 620.0 FTEs.

Changes from the FY 2006 approved budget are:

- An increase of \$1,054,342 in the personal services to support the salary and step increases and the cost of living increase for both union and non-union employees.
- An increase of \$369,135 in nonpersonal services for the inflationary cost adjustment.

**Note:** The changes in the local budget include an increase of \$450,000 and 7.0 FTEs in mayoral enhancement for the improvement of services for the University disabled students.

**Special Purpose Revenue Funds.** The proposed budget is \$20,934,494, no change from the FY 2006 approved budget. There are 222.0 FTEs, an increase of 8.0 FTEs, or 3.7 percent over FY 2006.

Changes from the FY 2006 approved budget are:

- A reallocation of funding from nonpersonal services to support additional FTEs in personal services and to fund the cost of living increase for both union and nonunion employees, as well as increased revenue collections in tuition and fee-based programs.

### **Federal Funds**

**Federal Grants.** The proposed budget is \$18,580,222, an increase of \$1,832,912, or 10.9 percent over the FY 2006 approved budget of \$16,747,310. There are 123.0 FTEs, a decrease of 31.3 FTEs, or 20.3 percent from the FY 2006 approved budget.

Changes from the FY 2006 approved budget are:

- An increase of \$614,770 in personal services to support the increase in the federal grant awards; and
- An increase of \$1,218,142 in nonpersonal services to support related services to the newly acquired Federal grants.

The major grant programs that will be continually funded are Title III, Strengthening Historically Black Colleges and Universities'

## Funding by Source

Tables GF0-1 and 2 show the sources of funds and FTEs by fund type for the University of the District of Columbia.

Table GF0-1

### FY2007 Proposed Operating Budget by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Local Fund	48,633	51,227	57,873	59,296	1,423	2.5
Special Purpose Revenue Funds	14,290	15,520	20,934	20,934	0	0.0
<b>Total for General Fund</b>	<b>62,924</b>	<b>66,747</b>	<b>78,807</b>	<b>80,230</b>	<b>1,423</b>	<b>1.8</b>
Federal Grant Fund	15,502	14,578	16,747	18,580	1,833	10.9
<b>Total for Federal Resources</b>	<b>15,502</b>	<b>14,578</b>	<b>16,747</b>	<b>18,580</b>	<b>1,833</b>	<b>10.9</b>
Private Grant Fund	705	943	916	1,035	119	13.0
<b>Total for Private Funds</b>	<b>705</b>	<b>943</b>	<b>916</b>	<b>1,035</b>	<b>119</b>	<b>13.0</b>
Intra-District Funds	0	9,656	5,730	10,163	4,433	77.4
<b>Total for Intra-District Funds</b>	<b>0</b>	<b>9,656</b>	<b>5,730</b>	<b>10,163</b>	<b>4,433</b>	<b>77.4</b>
<b>Gross Funds</b>	<b>79,131</b>	<b>91,924</b>	<b>102,200</b>	<b>110,009</b>	<b>7,808</b>	<b>7.6</b>

\*Percent Change is based on whole dollars.

Table GF0-2

### FY 2007 Full-Time Equivalent Employment Levels

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change
<b>General Fund</b>						
Local Fund	500	530	620	633	13	2.1
Special Purpose Revenue Funds	97	101	214	222	8	3.7
<b>Total for General Fund</b>	<b>597</b>	<b>631</b>	<b>834</b>	<b>855</b>	<b>21</b>	<b>2.5</b>
<b>Federal Resources</b>						
Federal Grant Fund	69	62	154	123	-31	-20.3
<b>Total for Federal Resources</b>	<b>69</b>	<b>62</b>	<b>154</b>	<b>123</b>	<b>-31</b>	<b>-20.3</b>
<b>Private Funds</b>						
Private Grant Fund	5	9	16	23	7	43.8
<b>Total for Private Funds</b>	<b>5</b>	<b>9</b>	<b>16</b>	<b>23</b>	<b>7</b>	<b>43.8</b>
<b>Intra-District Funds</b>						
Intra-District Funds	51	51	75	74	-1	-1.3
<b>Total for Intra-District Funds</b>	<b>51</b>	<b>51</b>	<b>75</b>	<b>74</b>	<b>-1</b>	<b>-1.3</b>
<b>Total Proposed FTEs</b>	<b>722</b>	<b>753</b>	<b>1,079</b>	<b>1,075</b>	<b>-4</b>	<b>-0.4</b>

(HBCUs) program, the D.C. Cooperative Extension Service, Agricultural Experiment Station, and the Minority Biomedical Support program, as well as the Student Financial Aid programs.

#### Private Funds

The proposed budget is \$1,034,754, an increase of \$118,839, or 13.0 percent over the FY 2006 approved budget of \$915,915. This increase is attributable to the newly funded private grant from the Urban Debate program. There are 23.0 FTEs, an increase of 7.0 FTEs or 43.8 percent over FY 2006.

The change from the FY 2006 approved budget is:

- Newly funded private grant/donations from the Urban Debate program.

#### Intra-District Funds

The proposed budget is \$10,163,233, an increase of \$4,433,229, or 77.4 percent over the FY 2006 approved budget of \$5,730,004. There are 74.0 FTEs funded by Intra-District sources, a decrease of 1.0 FTE, or 1.3 percent from FY 2006.

### Expenditure by Comptroller Source Group

Tables GF0-3 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table GF0-3

#### FY 2007 Proposed Operating Budget by Revenue Type

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
11 Regular Pay - Cont Full Time	32,969	33,202	41,358	43,063	1,704	4.1
12 Regular Pay - Other	11,915	15,535	13,392	13,998	605	4.5
13 Additional Gross Pay	3,054	2,062	574	614	40	7.0
14 Fringe Benefits - Curr Personnel	9,939	10,261	11,184	11,462	279	2.5
15 Overtime Pay	103	99	182	132	-50	-27.5
<b>Personal Services (PS)</b>	<b>57,980</b>	<b>61,159</b>	<b>66,691</b>	<b>69,269</b>	<b>2,578</b>	<b>3.9</b>
20 Supplies and Materials	1,171	1,577	2,119	2,176	57	2.7
30 Energy, Comm. and Bldg Rentals	6	2,076	2,332	2,546	214	9.2
31 Telephone, Telegraph, Telegram, Etc	235	1,379	1,165	1,396	232	19.9
32 Rentals - Land and Structures	320	46	352	352	0	0.0
33 Janitorial Services	750	694	800	898	98	12.3
34 Security Services	0	20	0	0	0	N/A
40 Other Services and Charges	4,483	1,854	6,367	5,715	-652	-10.2
41 Contractual Services - Other	3,797	10,142	6,935	10,297	3,362	48.5
50 Subsidies and Transfers	7,137	8,179	8,746	11,436	2,689	30.7
70 Equipment & Equipment Rental	2,776	3,323	5,395	4,498	-898	-16.6
91 Expense Not Budgeted Others	477	1,475	1,298	1,426	128	9.8
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>21,151</b>	<b>30,765</b>	<b>35,509</b>	<b>40,739</b>	<b>5,230</b>	<b>14.7</b>
<b>Total Proposed Operating Budget</b>	<b>79,131</b>	<b>91,924</b>	<b>102,200</b>	<b>110,009</b>	<b>7,808</b>	<b>7.6</b>

\*Percent Change is based on whole dollars.



## Expenditure by Performance-Based Budgeting Structure

Table GF0-4 shows the FY 2007 proposed budget and FTEs by program and activity for the University of the District of Columbia.

Table GF0-4

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Agency Management (1000)</b>								
Personnel (1010)	0	767	875	108	0	10	10	0
Contracting & Procurement (1020)	562	565	635	70	8	8	8	0
Property Management (1030)	6,500	7,207	7,379	171	36	45	40	-5
Information Technology (1040)	2,917	3,344	3,437	94	18	19	19	0
Financial Services (1050)	1,462	5,543	1,434	-4,108	0	0	0	0
Risk Management (1055)	1,505	2,524	2,536	12	31	37	36	-1
Legal Services (1060)	399	444	462	18	3	3	3	0
Communications (1080)	117	121	0	-121	1	1	0	-1
Customer Services (1085)	215	39	0	-39	0	0	0	0
Performance Management (1090)	1,001	852	0	-852	5	6	0	-6
No Activity Assigned	-35	0	0	0	0	0	0	0
<b>Subtotal: Agency Management (1000)</b>	<b>14,641</b>	<b>21,408</b>	<b>16,759</b>	<b>-4,648</b>	<b>102</b>	<b>129</b>	<b>116</b>	<b>-13</b>
<b>Agency Financial Operations (100F)</b>								
Agency Fiscal Officer Operations (101F)	1,076	400	575	175	12	4	4	0
Budget Operations (110F)	626	708	785	78	8	8	9	1
Accounting Operations (120F)	1,845	1,980	2,124	144	24	29	28	-1
<b>Subtotal: Agency Financial Operations (100F)</b>	<b>3,547</b>	<b>3,087</b>	<b>3,484</b>	<b>397</b>	<b>44</b>	<b>41</b>	<b>41</b>	<b>0</b>
<b>Student Affairs (2000)</b>								
Community Outreach & Involvement - Saf (2020)	0	0	9	9	0	0	0	0
Career Services (2030)	265	86	85	-1	1	1	1	0
Student Services Administration (2040)	776	1,162	1,173	11	7	9	12	3
Records Management (2050)	141	140	147	7	2	2	2	0
Financial Aid (2060)	6,155	6,275	6,513	238	10	46	38	-8
Athletics Department (2070)	1,214	1,209	1,541	332	8	12	17	5
Health Services (2080)	676	550	550	0	0	0	0	0
Student Life and Services (2090)	2,186	2,652	3,214	562	23	39	26	-13
<b>Subtotal: Student Affairs (2000)</b>	<b>11,413</b>	<b>12,075</b>	<b>13,232</b>	<b>1,158</b>	<b>51</b>	<b>109</b>	<b>96</b>	<b>-13</b>
<b>University Advancement (3000)</b>								
Alumni Relations (3001)	199	199	216	17	1	2	2	0
Major Gifts and Development (3002)	128	161	234	73	2	2	3	1
Communications and Branding (3003)	613	231	338	108	3	4	4	0
Governmental Affairs (3004)	0	0	129	129	0	0	1	1
Communications and Relations (300B)	0	218	874	655	0	1	10	9
<b>Subtotal: University Advancement (3000)</b>	<b>940</b>	<b>809</b>	<b>1,791</b>	<b>982</b>	<b>6</b>	<b>9</b>	<b>20</b>	<b>11</b>

Table GFO-4 (Cont'd)

**FY 2007 Proposed Operating Budget and FTEs, by Program and Activity**

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Academic Affairs (4000)</b>								
Academic Support (provost/vpaa) (4001)	6,994	6,373	6,757	384	33	109	101	-8
Nursing and Allied Health Professions (4002)	1,927	2,823	3,959	1,137	25	46	49	3
Learning Resources (4003)	2,708	3,608	2,855	-753	32	31	31	0
Enrollment Management (4004)	1,378	1,439	1,536	97	18	21	21	0
Adult Literacy (4005)	6,180	3,198	3,231	34	9	10	10	0
Applied Research & Urban Planning (4006)	896	5,803	10,227	4,424	9	76	75	-1
Community Outreach & Extension Services (4008)	3,736	4,729	4,081	-648	41	84	81	-3
Continuing Education (4009)	2,122	3,925	4,325	401	28	44	44	0
Engineering (4010)	5,074	4,065	4,266	201	45	50	55	5
Business and Public Administration (4020)	5,228	4,115	4,100	-15	54	48	48	0
David A. Clarke School Of Law (4030)	4,675	5,077	5,296	219	49	48	48	0
College Of Arts and Sciences (4040)	20,084	19,668	19,936	268	204	224	227	3
Institutional Research (4050)	0	0	361	361	0	0	4	4
<b>Subtotal: Academic Affairs (4000)</b>	<b>61,003</b>	<b>64,822</b>	<b>70,930</b>	<b>6,108</b>	<b>546</b>	<b>791</b>	<b>794</b>	<b>3</b>
<b>Executive Direction (6000)</b>								
Executive Management (president's Offc) (6001)	0	0	1,007	1,007	0	0	5	5
Quality Improvement (6002)	0	0	400	400	0	0	3	3
Financial Reserves & Contingencies (6003)	0	0	2,405	2,405	0	0	0	0
<b>Subtotal: Executive Direction (6000)</b>	<b>0</b>	<b>0</b>	<b>3,812</b>	<b>3,812</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>8</b>
<b>No Program Assigned</b>								
No Activity Assigned	379	0	0	0	4	0	0	0
<b>Subtotal: No Program Assigned</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>91,924</b>	<b>102,200</b>	<b>110,009</b>	<b>7,808</b>	<b>753</b>	<b>1,079</b>	<b>1,075</b>	<b>-4</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

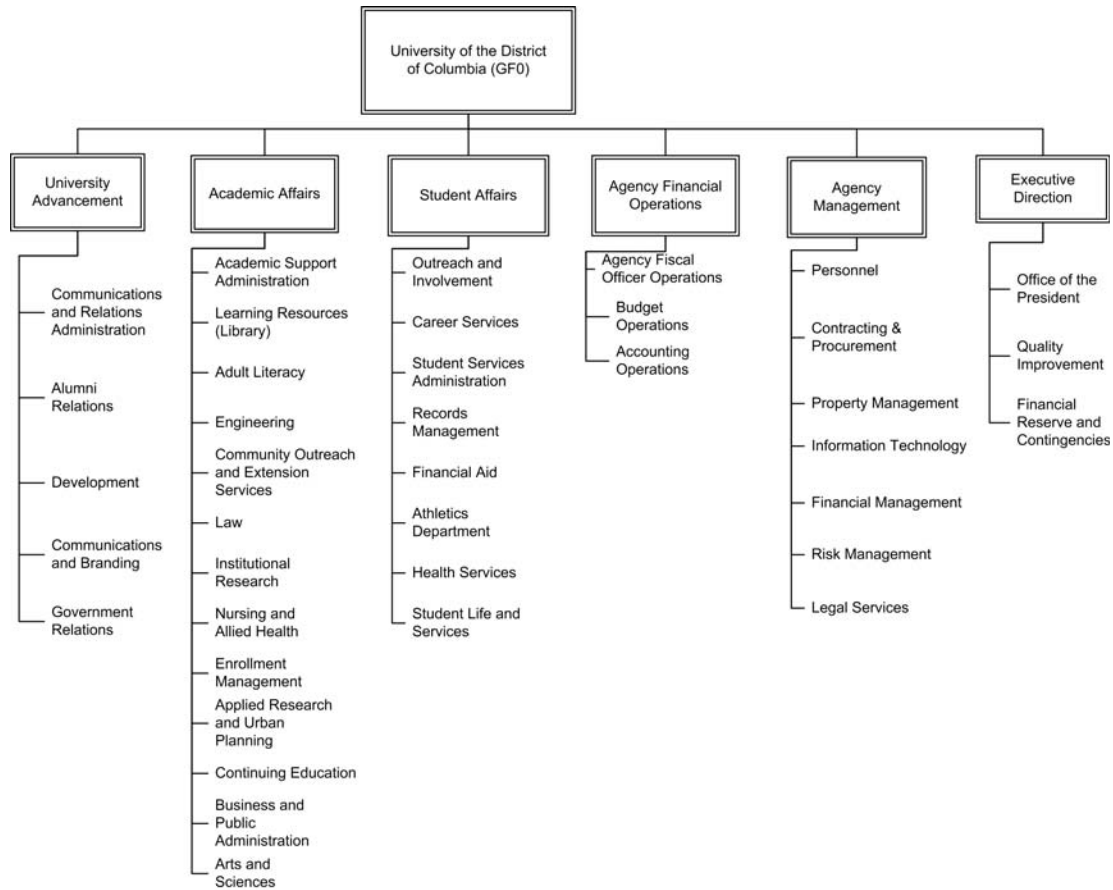
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## Expenditure by Program

The University of the District of Columbia has the following program structure:

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Figure GF0-1  
**University of the District of Columbia**



The change from the FY 2006 approved budget is:

- The Memorandum of Understanding (MOU) for this funding source is derived from various agencies within the District to provide training and educational services to District employees and District residents.

## Programs

The University of the District of Columbia is committed to the following programs:

### Academic Affairs

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$64,822,296	\$70,930,183	\$6,107,887	9.4
FTEs	791.3	794.0	2.7	0.3

### Program Description

The Academic Affairs program provides affordable, post-secondary educational services to students to prepare them for entry into the job market and allows them to successfully achieve professional and personal goals. This program offers quality post-secondary education, research experiences and public service opportunities to District of Columbia residents so that they can prepare for immediate entry into the workforce, the next level of education, and specialized career opportunities, engage in lifelong learning; and contribute to the resolution of urgent urban problems. This program has 13 activities.

The program's thirteen activities are:

- **Learning Resources** - provides access to books, multi-media materials and equipment, research and reference materials, and consultation and support services to students, faculty, District residents and Washington Research Consortium members so that they can use on-site and on-line information and resources to support teaching, learning and research.
- **College of Arts and Sciences** - provides instructional, research, public service/outreach, and support services to UDC students and the community so that students can have employment/career opportunities; be pre-

pared for graduate/professional school; and acquire lifelong learning skills, so that they can experience an improved quality of life.

- **School of Business and Public Administration** - provides instructional, research, public service/outreach, and support services to UDC students and the community so that students can have employment and career opportunities, and acquire lifelong learning skills.
- **Community Outreach and Extension Services** - provides instruction, funded research, and public service and research services to residents of the Washington metropolitan area so that they can make healthier lifestyle choices, and improve their literacy level and fully benefit from economic opportunities.
- **Enrollment Management** - provides recruitment and admissions communication, admissions advisement, academic and enrollment verification and certification, and student information management services to prospective and returning students, current and former students, and University faculty and administrators so that students can be admitted to the University and subsequently experience the benefits associated with University enrollment, faculty and administrators can have access to data to effectively plan and manage the overall instruction process.
- **Adult Literacy** - provides competitive grants, professional leadership, literacy interventions, graduate certifications, and best practices services to community-based organizations so that adult learners can learn to read and write.
- **Center for Applied Research and Urban Planning** - provides research, training and technical assistance services to District and federal funding agencies, programs and organizations so that they can apply research results toward resolution of urgent urban problems and UDC students and faculty can gain research experience and expertise
- **Engineering and Applied Science** - provides instructional, research, public service/out-

reach, and support services to UDC students and the community so that students can have employment and career opportunities and be prepared for graduate/professional school to acquire lifelong learning skills.

- **Nursing and Allied Health Professions** - provides instructional, research, public service/outreach, and support services to UDC students and the community so that students can have employment and career opportunities, be prepared for graduate/professional school, and acquire lifelong learning skills.
- **David A. Clarke School of Law** - provides instructional, research, public service/outreach, and support services to UDC students and the community so that students can have employment and career opportunities and acquire lifelong learning skills.
- **Continuing Education** - provides instruction, certifications, and research services to residents and employers in the Washington metropolitan area so that employers can have access to workers whose skills are aligned with workforce needs, and residents can obtain employment or achieve professional and career advancement.
- **Academic Support** - houses the Office of the Provost and promotes educational quality and effectiveness. This activity provides oversight, leadership and service to achieve the academic mission of the university. It also works to provide recommendations to the President on resource allocations for academic units, as well as articulates the academic values and functions of the university and represents the institution in various settings.
- **Institutional Research** - provides quantitative and qualitative information for institutional planning, assessment, and executive decision-making through the identification of current issues on higher education, compiling and reporting information on the university's internal and external environments; analyzing and reporting trends in institutional resources,

admissions, student satisfaction, retention and graduation rates; and conducting peer comparison studies.

The FY 2007 budget and associated FTEs for the activities within the Academic Affairs program are included in Table GF0-4.

#### Key Result Measures

##### Program 1: Academic Affairs

*Citywide Strategic Priority Area(s):* Improving Public Education

*Manager(s):* Wilhelmina Reuben-Cooke

*Supervisor(s):* William L. Pollard, President

##### **Measure 1.1: Percent of applicants receiving notification of admission within 10 business days after receipt of completed application**

	Fiscal Year			
	2005	2006	2007	2008
Target	70	80	80	80
Actual	N/A	-	-	-

##### **Measure 1.2: Percent of students retained from year to year**

	Fiscal Year			
	2005	2006	2007	2008
Target	27	33	33	33
Actual	N/A	-	-	-

##### **Measure 1.3: Percent of students completing requirements for degrees in each academic program within targeted timeframes: Baccalaureate certificates of completion**

	Fiscal Year			
	2005	2006	2007	2008
Target	25	30	30	30
Actual	N/A	-	-	-

##### **Measure 1.4: Percent of graduates employed within their field of study within twelve months of graduation**

	Fiscal Year			
	2005	2006	2007	2008
Target	10	15	15	15
Actual	N/A	-	-	-

Note: Measure modified from 6 months to 12 months (2/16/05).

**Measure 1.5: Percent of graduates matriculating into post-graduate programs or institutions within twelve months of graduation**

	Fiscal Year			
	2005	2006	2007	2008
Target	5	10	10	10
Actual	N/A	-	-	-

Note: Measure modified from 6 months to 12 months (2/16/05).

**Measure 1.6: Percent pass rate for professional licensing or certificate**

	Fiscal Year			
	2005	2006	2007	2008
Target	70	80	80	80
Actual	N/A	-	-	-

**Measure 1.7: Percent of adult learners served by Community-Based Organizations who can read and write**

	Fiscal Year			
	2005	2006	2007	2008
Target	85	90	90	90
Actual	N/A	-	-	-

**Measure 1.8: Percent of programs meeting accreditation requirements**

	Fiscal Year			
	2005	2006	2007	2008
Target	70	80	80	80
Actual	N/A	-	-	-

**Measure 1.9: Percent of faculty engaged in active research, publication or public service projects**

	Fiscal Year			
	2005	2006	2007	2008
Target	10	15	15	15
Actual	N/A	-	-	-

**Measure 1.10: Percent of research proposals resulting in Memoranda of Agreement**

	Fiscal Year			
	2005	2006	2007	2008
Target	20	25	25	25
Actual	N/A	-	-	-

## Student Affairs

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$12,074,506	\$13,232,135	\$1,157,629	9.6
FTEs	109.0	96.0	-13.0	-11.9

### Program Description

The **Student Affairs** program provides enrichment opportunities and assistance to students in an out-of-classroom environment. These quality-level services are designed to prepare students to be successful in achieving their educational, career and life-long goals. It offers outreach, support, and leadership development services to UDC students and other members of the community so that they can experience academic success, participate in University life and develop leadership skills that will enable successful integration into the global community.

The program's eight activities are:

- **Records Management** - manages, protects, and converts inactive University records for UDC Administrative offices, Academic offices, the Board of Trustees, and the Office of the President so that they can have continuous access to vital business information.
- **Health Services** - provides preventive health and limited medical care services to the University and public health community so that they can prevent the spread of communicable diseases and respond to emerging health issues.
- **Career Services** - provides a centralized source for job and career information, preparation, and support services for UDC students, alumni, and other members of the University community so that they can choose, find and obtain employment and other post-graduate opportunities.

- **Student Life and Services** - provides outreach, intervention and academic and non-academic support services to UDC students so that all students can experience academic success, participate in University life and develop life and leadership skills that will enable successful integration into the global community.
- **Financial Aid** - provides financial assistance, resources, and services to eligible UDC students so that they can receive funding assistance to attend the University.
- **Student Services Administration** - provides leadership development training, opportunities, and experiences and concerns processing services to UDC students so that they can develop leadership skills and participate in the effective and timely resolution of student complaints.
- **Athletics Department** - provides intercollegiate participation, intramural games and fitness and recreation services to students and other members of the university family and community so that athletically talented students can gain access to an education and stay in school, and all members of the University family can experience an enhanced sense of community.
- **Community Outreach and Involvement** - provides the community with programs which strengthen and diversify the rural economy. This activity further strives to increase incomes, employment and the local tax base by providing assistance to District communities and businesses.

The FY 2007 budget and associated FTEs for the activities within the Student Affairs program are included in Table GF0-4.

#### Key Result Measures

##### Program 2: Student Affairs

*Citywide Strategic Priority Area(s):* Improving Public Education

*Manager(s):* Clemmie Solomon

*Supervisor(s):* William L. Pollard, President

#### Measure 2.1: Percent of UDC student body participating in formal leadership development activities

	Fiscal Year			
	2005	2006	2007	2008
Target	12	15	15	15
Actual	N/A	-	-	-

#### Measure 2.2: Percent of Career Services clients securing employment or other post-graduate opportunity of choice within six months of graduation

	Fiscal Year			
	2005	2006	2007	2008
Target	10	15	15	15
Actual	N/A	-	-	-

#### Measure 2.3: Percent of students that access or receive one or more non-required Student Life services

	Fiscal Year			
	2005	2006	2007	2008
Target	18	20	20	20
Actual	N/A	-	-	-

#### Measure 2.4: Percent of students who gain access to the University through an athletic opportunity

	Fiscal Year			
	2005	2006	2007	2008
Target	5	6	6	6
Actual	N/A	-	-	-

#### Measure 2.5: Percent of financial aid applications (submitted complete and timely) processed by the start of school

	Fiscal Year			
	2005	2006	2007	2008
Target	30	32	32	32
Actual	N/A	-	-	-

#### Measure 2.6: Percent of students (26 yrs of age and under) whose immunization status has been assessed

	Fiscal Year			
	2005	2006	2007	2008
Target	65	75	75	75
Actual	N/A	-	-	-

#### University Advancement

			Change	
			Amt.	%
Budget	\$808,956	\$1,790,855	\$981,899	121.4
FTEs	9.0	20.0	11.0	122.2

## Program Description

The **University Advancement** program is dedicated to advancing the University of the District of Columbia's mission by increasing awareness and goodwill, fostering financial support, and building a sense of community among the University's many and varied constituents. This program provides information, outreach, and promotional services to UDC students, faculty, staff, alumni (including alumni of predecessor institutions), other key university partners, and the public at large so that they can meaningfully participate in and be supportive of the teaching, research, and community service programs of the University and experience a sense of tradition and community from their relationship with the University.

The program's five activities are:

- **Alumni Relations** - provides outreach services to UDC alumni and alumni of UDC's predecessor institutions so that they can participate in and be supportive of the academic, research, and community service programs of the University.
- **Development** - builds relationships with corporations, foundations, individual estates, and other potential donors so that they can consistently support the programs and activities of the University and contribute to its financial security and stability.
- **Communications and Branding** - provides publicity and media services to the District community so that they can be accurately informed about, form a positive image of, and are supportive of the University and its mission, goals, and programs.
- **Government Relations** - provides assistance to the University by acting as a liaison between the University and the District Government and constituents.
- **Communications and Relations Administrations** - fosters the exchange of talents and resources of alumni, students, parents, faculty and administration, and friends to advance the mission of the University of the District of Columbia. This unit provides oversight of the following units: Alumni Relations, Major

Gifts and Development, Communication and Branding, and Governmental Affairs.

The FY 2007 budget and associated FTEs for the activities within the University Advancement program are included in Table GF0-4.

## Key Result Measures

### Program 3: University Relations

*Citywide Strategic Priority Area(s):* Improving Public Education

*Manager(s):* Bobby Austin

*Supervisor(s):* William L. Pollard, President

#### Measure 3.1: Percent of UDC alumni (including alumni of predecessor institutions) contributing funds

	Fiscal Year			
	2005	2006	2007	2008
Target	1	1.5	1.5	1.5
Actual	N/A	-	-	-

#### Measure 3.2: Dollar amount of non-alumni donations made

	Fiscal Year			
	2005	2006	2007	2008
Target	430500	452000	452000	452000
Actual	N/A	-	-	-

#### Measure 3.3: Frequency of positive articles, segments, and RTF reports about the University, its students, faculty, staff and alumni evidenced in DC media

	Fiscal Year			
	2005	2006	2007	2008
Target	8	12	12	12
Actual	N/A	-	-	-

Note: FY 2005 target is eight annually or two per quarter. FY 2006 target is 12 or three per quarter.

## Executive Direction

	FY 2006	FY 2007	Change	
			Amt.	%
Budget	\$0	\$3,812,229	\$3,812,229	N/A
FTEs	0.0	8.0	8.0	N/A

## Program Description

The **Executive Direction** program provides leadership for central executive activities concerned with management and long-range plan-



ning and management for the entire institution. This program develops and implements the University's strategic plan to ensure successful accomplishment of the University's overall mission. This is a new program for FY 2007; the funding has been reallocated from the Agency Management Program to provide an additional unit where the University's President can effectively provide oversight of the university's reserve and quality assurance initiatives.

The program's 3 activities are:

- **Office of the President** – is responsible for the administration of the University. The mission of this activity is to administer policies and procedures; plan, operate and maintain plant facilities; manage the university's financial affairs; ensure the safety and welfare of the students, faculty, staff, visitors, and facilities; enhance the university's efficiency and effectiveness through information technology utilization; improve and expand services offered to university clientele; and support the overall mission of the University of the District of Columbia.
- **Quality Improvement** - provides instruction and oversight of the entire University's customer service practices and staff performance. This activity is designed to ensure the University's ability to provide high quality service to customers on a consistent basis in every facet of operation. The primary function of this unit is to provide training and support to various units within the University to ensure that all employees are acclimated to the expectations of the administration and the University's mission and goals.
- **Financial Reserve and Contingencies** - provides financial support toward the President's plan to make the University an institution that is destined for growth and expansion. This activity serves as a holding place for the disbursement of anticipated revenue collections, as well as projected expenditures relating to litigation and contingencies.

The FY 2007 budget and associated FTEs for the activities within the Executive Direction program are included in Table GF0-4.

## Agency Management

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$21,407,613	\$16,759,456	-\$4,648,157	-21.7
FTEs	129.0	116.0	-13.0	-10.1

## Program Description

The **Agency Management** program provides operational support to the University so that it has the necessary tools to achieve operational and programmatic results. This program is standard for all Performance-Based Budgeting agencies (including the University). More information about the agency management program can be found in the Strategic Budgeting chapter.

The FY 2007 budget and associated FTEs for the activities within the Agency Management program are included in Table GF0-4.

## Key Result Measures

### Program 4: Agency Management

*Citywide Strategic Priority Area(s):* Making Government Work

*Manager(s):* William L. Pollard

*Supervisor(s):* William L. Pollard, President

### Measure 4.1: Percent variance of estimate to actual expenditure (over/under)

	Fiscal Year			
	2005	2006	2007	2008
Target	5	5	5	5
Actual	N/A	-	-	-

Note: This measure will need to be reconfigured during FY 2006 or replaced with an alternative measure of an agency's financial management. Although individual agencies may generate spending pressures throughout the fiscal year, the Office of the Chief Financial Officer (OCFO) works with the agency's executive staff, program staff and agency-based OCFO staff to identify those pressures and areas of potential savings as early as possible to ensure that all agencies are in balance by year's end.

**Measure 4.2: Cost of Risk**

	Fiscal Year			
	2005	2006	2007	2008
Target	N/A	N/A	N/A	N/A
Actual	N/A	-	-	-

Note: Agencies were to establish baselines for Cost of Risk in cooperation with the Office of Risk Management during FY 2005. The final baseline figures and FY 2006-2008 targets will be published in the FY 2007 Operating Budget and Financial Plan, due to be submitted to Congress in June 2006. Cost of Risk is a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. (3/10/06)

**Measure 4.3: Percent of the Mayor's Customer Service Standards Met**

	Fiscal Year			
	2005	2006	2007	2008
Target	63	63	63	63
Actual	6	-	-	-

**Measure 4.4: Percent of Key Result Measures Achieved**

	Fiscal Year			
	2005	2006	2007	2008
Target	70	70	70	70
Actual	N/A	-	-	-

**Agency Financial Operations**

			Change	
	FY 2006	FY 2007	Amt.	%
Budget	\$3,086,875	\$3,483,845	\$396,970	12.9
FTEs	41.0	41.0	0.0	0.0

**Program Description**

The purpose of the Agency Financial Operations program is to provide comprehensive and efficient financial management services to and on behalf of District agencies so that the financial integrity of the District of Columbia is maintained. This program is standard for all Performance-Based Budgeting agencies. More information about the Agency Financial Operations program can be found in the Strategic Budgeting Chapter.

The FY 2007 budget and associated FTEs for the activities within the Agency Financial Operations program are included in Table GF0-4.

**For more detailed information regarding the proposed funding for the activities within this agency's programs, please see schedule 30-PBB in the FY 2007 Operating Appendices Volume.**

# D.C. Office of Personnel Trust Fund

[www.dcop.dc.gov](http://www.dcop.dc.gov)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$811,494	\$1,100,000	\$1,265,000	15.0

The D.C. Office of Personnel Trust Fund separates the agency trust fund administered by the D.C. Office of Personnel from its budget for improved fiscal transparency.

The D.C. Office of Personnel (DCOP) oversees the administration of other post-employment benefits for District government retirees who were first employed after September 30, 1987 ("post-87"). Eligible post-87 retirees may obtain health insurance (pursuant to D.C. Code 1-622) and life insurance (pursuant to D.C. Code 1-623), which is partially subsidized by the District government. Other post-employment benefits for District government retirees who were first employed prior to October 1, 1987 ("pre-87") are the responsibility of the federal government.

In 1999, the District of Columbia Council approved the Annuitants' Health and Life Insurance Employer Contribution Trust Fund to pay the District's contribution for post-87 retirees' health and life insurance. Approximately \$138 million is designated in the general fund balance for this trust fund.

Funds are transferred annually from the designated general fund balance to DCOP to cover a portion of the annuitants' premium expenditures. From FY 2002 through FY 2004, these funds appeared in DCOP's special purpose revenue budget. As agency trust funds, however, these costs are not reported within the general fund of the District's Comprehensive Annual

Financial Report (CAFR). Beginning in FY 2005, the budget for other post-employment benefits was moved to the Enterprise and Other appropriation title, which is presented outside of the District's general fund, so that the District's budget presentation better matches the CAFR's presentation. DCOP will continue to manage this fund.

## Gross Funds

The proposed budget is \$1,265,000, representing an increase of \$165,000, or 15.0 percent over the FY 2006 approved budget of \$1,100,000. There are no FTEs for the agency, no change from FY 2006.

## General Funds

**Special Purpose Revenue Funds.** The proposed budget is \$1,265,000, an increase of \$165,000, or 15.0 percent over the approved FY 2006 budget of \$1,100,000. There are no FTEs for the agency, no change from FY 2006.

Changes from the approved FY 2006 budget are:

- An increase of \$165,000 to cover rising health insurance premiums and additional post-87 retirees.

## Funding by Source

Table UV0-1 shows the source of funding for the D.C. Office of Personnel Trust Fund.

Table UV0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	0	811	1,100	1,265	165	15.0
<b>Total for General Fund</b>	<b>0</b>	<b>811</b>	<b>1,100</b>	<b>1,265</b>	<b>165</b>	<b>15.0</b>
<b>Gross Funds</b>	<b>0</b>	<b>811</b>	<b>1,100</b>	<b>1,265</b>	<b>165</b>	<b>15.0</b>

\*Percent Change is based on whole dollars.

## Expenditure by Comptroller Source Group

Table UV0-2 shows the FY 2007 proposed budget for the agency at the Comptroller Source Group level (Object Class level).

Table UV0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
14 Fringe Benefits - Curr Personnel	0	811	1,100	1,265	165	15.0
<b>Subtotal Personal Services (PS)</b>	<b>0</b>	<b>811</b>	<b>1,100</b>	<b>1,265</b>	<b>165</b>	<b>15.0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>811</b>	<b>1,100</b>	<b>1,265</b>	<b>165</b>	<b>15.0</b>

\*Percent Change is based on whole dollars.

## Expenditure by Performance-Based Budgeting Structure

Table UV0-3 shows the FY 2007 proposed budget by program and activity for the D.C. Office of Personnel Trust Fund.

Table UV0-3

### FY 2007 Proposed Operating Budget, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>DCOP Trust Fund (0001)</b>								
Other Post Employment Benefits (0010)	811	1,100	1,265	165	0	0	0	0
<b>Subtotal: DCOP Trust Funds (0001)</b>	<b>811</b>	<b>1,100</b>	<b>1,265</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>811</b>	<b>1,100</b>	<b>1,265</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

# District of Columbia Public Library Trust Fund

[www.dclibrary.org](http://www.dclibrary.org)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$1,976	\$17,000	\$17,000	0.0

The Trust Fund is administered by the District of Columbia Public Library (DCPL) and enables the District's budget format to more closely follow the presentation of the Comprehensive Annual Financial Report.

The D.C. Public Library (DCPL) manages several trust funds that are bequeathed to further the mission and goals of the District's libraries. The Theodore W. Noyes Trust Fund was established from a bequest to be used at the discretion of the library trustees. The Peabody Library Association of Georgetown provided by deed, a gift of securities, cash and other valuables in 1979 to create the Georgetown Peabody Trust Fund. This fund supports the Georgetown branch of DCPL and other specified library services.

The Theodore W. Noyes Trust Fund's bequest of \$7,000 and the Georgetown Peabody Trust Fund's bequest of \$10,000 are reported in this chapter. Agency Trust Funds are fiduciary funds that are used to account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations and other governments. Such trust funds are custodial in nature, reporting only assets and liabilities. Because fiduciary funds cannot be used for the operations of the government, they are not

included in the District's government-wide financial statements.

Prior to FY 2005, these agency trust funds were included in the operating budgets of the agencies that administered the trust funds. The District created a separate agency in FY 2005 so that the District's budget structure would treat these trust funds in the same manner as the District's accounting structure.

## Gross Funds

The proposed gross funds budget is \$17,000, all in Special Purpose Revenue funds representing no change from the fund's FY 2006 budget. There are no FTEs for this trust fund, no change from the FY 2006 approved budget.

## General Funds

**Special Purpose Revenue Funds.** The proposed budget is \$17,000, representing no change from the FY 2006 budget. There are no FTEs for this fund, no change from the FY 2006.

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## Funding by Source

Table UW0-1 shows the source of funding for the DCPL Trust Fund.

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Table UW0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	0	2	17	17	0	0.0
<b>Total for General Fund</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0.0</b>

\*Percent Change is based on whole dollars.

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## Expenditure by Comptroller Source Group

Table UW0-2 shows the FY 2007 proposed budget for the DCPL Trust Fund at the Comptroller Source Group level (Object Class level).

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Table UW0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
20 Supplies and Materials	0	1	5	5	0	0.0
40 Other Services and Charges	0	1	6	6	0	0.0
70 Equipment & Equipment Rental	0	0	6	6	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0.0</b>

\*Percent Change is based on whole dollars.

## Expenditure by Performance-Based Budgeting Structure

Table UW0-3 shows the FY 2007 proposed budget by program and activity for the District of Columbia Public Library Trust Fund.

Table UW0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>DCPL Trust Funds (0001)</b>								
Theodore Noyes Trust Funds (0010)								
Theodore Noyes Trust Funds (0010)	2	7	7	0	0	0	0	0
<b>Subtotal: DCPL Trust Funds (0001)</b>	<b>2</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DCPL Trust Funds (0002)</b>								
Peabody Trust Funds (0020)	0	10	10	0	0	0	0	0
<b>Subtotal: DCPL Trust Funds (0002)</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>2</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)





# Unemployment Insurance Trust Fund

[www.does.dc.gov](http://www.does.dc.gov)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$92,728,269	\$180,000,000	\$180,000,000	0.0

The Unemployment Insurance Trust Fund (UI0) was separated from the Department of Employment Services (DOES) budget for improved fiscal transparency and to enable the District's budget format to more closely follow the presentation of the Comprehensive Annual Financial Report.

The Unemployment Insurance Trust Fund, administered by DOES, represents the proceeds from unemployment taxes and reimbursements from the District and federal governments deposited in the Unemployment Trust Fund (the Fund). The fund is used to pay benefits for private and public sector employees during periods of unemployment. Payments include transfers to other governments to reimburse unemployment benefits paid to District residents. In this fiscal year, the fund's budget is \$180,000,000.

Agency trust funds are fiduciary funds that are used to account for assets held by the District in a trustee capacity or as an agent for individuals, private organizations and other governments. Such trust funds are custodial in nature, reporting only assets and liabilities. Because fiduciary funds cannot be used for the operations of the government, they are not included in the District's government-wide financial statements.

Prior to FY 2005, these agency trust funds were included in the operating budgets of the

agencies that administered the trust funds. The District created a separate agency fund in FY 2005 so that the District's budget structure would treat these trust funds in the same manner as the District's accounting structure.

## Gross Funds

The proposed budget is \$180,000,000, representing no change from the FY 2006 approved budget of \$180,000,000. There are no FTEs for this fund, representing no change from FY 2006.

## General Funds

**Special Purpose Revenue Funds.** The proposed budget is \$180,000,000, representing no change from the FY 2006 approved budget of \$180,000,000. There are no FTEs for this fund, representing no change from FY 2006.

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## Funding by Source

Table UI0-1 shows the source of funding for the Unemployment Insurance Trust Fund.

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Table UI0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Special Purpose Revenue Fund	113,888	92,728	180,000	180,000	0	0.0
<b>Total for General Fund</b>	<b>113,888</b>	<b>92,728</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0.0</b>
<b>Gross Funds</b>	<b>113,888</b>	<b>92,728</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0.0</b>

\*Percent Change is based on whole dollars.

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## Expenditure by Comptroller Source Group

Table UI0-2 shows the FY 2007 proposed budget for the Unemployment Insurance Trust Fund at the Comptroller Source Group level (Object Class level).

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Table UI0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
50 Subsidies and Transfers	113,888	92,728	180,000	180,000	0	0.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>113,888</b>	<b>92,728</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0.0</b>
<b>Total Proposed Operating Budget</b>	<b>113,888</b>	<b>92,728</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0.0</b>

\*Percent Change is based on whole dollars.

## Expenditure by Performance-Based Budgeting Structure

Table UI0-3 shows the FY 2007 proposed budget and FTEs by program and activity for the Unemployment Insurance Trust Fund.

Table UI0-3

### FY 2007 Proposed Operating Budget and FTEs, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>UNEMPLOYMENT TRUST FUND (2000)</b>								
Benefits Trust Fund (2200)	92,728	180,000	180,000	0	0	0	0	0
<b>Subtotal: Unemployment Trust Fund (2000)</b>	<b>92,728</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>92,728</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding.)



# Anacostia Waterfront Corporation

[www.anacostiawaterfront.net](http://www.anacostiawaterfront.net)

Description	FY 2005 Actual	FY 2006 Approved	FY 2007 Proposed	% Change from FY 2006
Operating Budget	\$0	\$8,200,000	\$5,000,000	-39.0

The mission of the Anacostia Waterfront Corporation (AWC) is to lead the revitalization of lands along the Anacostia River, promote initiatives to clean up the river, and foster public awareness and enjoyment of the river.

The Anacostia Waterfront Corporation (AWC) is an independent instrumentality of the Government of the District of Columbia. Established in 2004, it is governed by a 15-member Board of Directors. AWC's efforts are guided by a landmark master development plan titled the "Anacostia Waterfront Initiative."

In addition to its residential, commercial, and retail development efforts, AWC works with community, government, and business partners to design and implement plans to clean the river and its shores, create streets and transit lines that open the river to the public, and develop cultural destinations that enrich the lives of D.C. residents and visitors.

AWC plans to fulfill its mission by achieving the following strategic goals:

- Ensuring that residents of riverfront communities are included as active participants in AWC's development activities and share in the economic benefits and opportunities created by waterfront revitalization;
- Coordinating development of more than 3 million square feet of new office space, 4,500 units of new housing, 32 acres of new public

parkland, and a 20-mile river-walk along both sides of the Anacostia River; and

- Reducing dependence on District appropriations and achieving full financial self-sufficiency by the beginning of fiscal year 2009.

AWC's waterfront development efforts are expected to generate up to \$1.5 billion in new tax revenues for the District of Columbia over the next 20 years.

## Gross Funds

The proposed gross funds budget consists of \$5,000,000 in one-time funding, a decrease of \$3,200,000, or 39.0 percent from the FY 2006 approved budget of \$8,200,000. The District of Columbia Appropriations Act of 2006 (Public Law 109-115) authorizes AWC to carry-forward appropriation authority from FY 2005 and FY 2006 into future fiscal years until funds are fully expended. The sum total amount of available carry-forward appropriation authority is \$8,200,000, which consists of \$5,000,000 in Local funds from the FY 2006 approved budget, and \$3,200,000 in Local funds from the FY 2005 appropriation. AWC has no District FTEs.

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## Funding by Source

Table AW0-1 shows the source of funding for the Anacostia Waterfront Corporation.

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Table AW0-1

### FY 2007 Proposed Operating Budget, by Revenue Type

(dollars in thousands)

Appropriated Fund	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
<b>General Fund</b>						
Local Funds	0	0	8,200	5,000	-3,200	-39.0
<b>Total for General Fund</b>	<b>0</b>	<b>0</b>	<b>8,200</b>	<b>5,000</b>	<b>-3,200</b>	<b>-39.0</b>
<b>Gross Funds</b>	<b>0</b>	<b>0</b>	<b>8,200</b>	<b>5,000</b>	<b>-3,200</b>	<b>-39.0</b>

\*Percent Change is based on whole dollars.

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## Expenditure by Comptroller Source Group

Table AW0-2 shows the FY 2007 proposed budget for the Anacostia Waterfront Corporation at the Comptroller Source Group level (Object Class level).

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Table AW0-2

### FY 2007 Proposed Operating Budget, by Comptroller Source Group

(dollars in thousands)

Comptroller Source Group	Actual FY 2004	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Percent Change*
50 Subsidies and Transfers	0	0	8,200	5,000	-3,200	-39.0
<b>Subtotal Nonpersonal Services (NPS)</b>	<b>0</b>	<b>0</b>	<b>8,200</b>	<b>5,000</b>	<b>-3,200</b>	<b>-39.0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>0</b>	<b>8,200</b>	<b>5,000</b>	<b>-3,200</b>	<b>-39.0</b>

\*Percent Change is based on whole dollars.

Note: The agency presents its budgeted revenues and expenditures for the purpose of reporting. However, as a proprietary fund, under the current financial accounting structure, the Corporation's actual revenues and expenditures are not tracked in the District System of Accounting and Reporting (SOAR) and may not been shown in this chart or in the Comprehensive Annual Financial Report (CAFR).

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## Expenditure by Program

Table AW0-3 shows the FY 2007 proposed budget by program and activity for the Anacostia Waterfront Corporation.

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Table AW0-3

### FY 2007 Proposed Operating Budget, by Program and Activity

(dollars in thousands)

Program/Activity	Dollars in Thousands				Full-Time Equivalents			
	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006	Actual FY 2005	Approved FY 2006	Proposed FY 2007	Change from FY 2006
<b>Operations Program (1000)</b>								
Operations Program (1100)	0	8,200	5,000	-3,200	0	0	0	0
<b>Subtotal: Operations Program (1000)</b>	<b>0</b>	<b>8,200</b>	<b>5,000</b>	<b>-3,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Proposed Operating Budget</b>	<b>0</b>	<b>8,200</b>	<b>5,000</b>	<b>-3,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(Change is calculated by whole numbers and numbers may not add up due to rounding)

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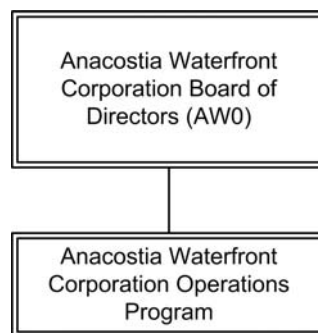
## Expenditure by Program

The Anacostia Waterfront Corporation has the following program structure:

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Figure AW0-1

### Anacostia Waterfront Corporation



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## General Funds

**Local Funds.** The proposed budget consists of \$5,000,000 in one-time funding, a decrease of \$3,200,000, or 39.0 percent from the FY 2006 approved budget of \$8,200,000. There are no District FTEs, no change from FY 2006.

## Programs

The **Anacostia Waterfront Corporation** operates the following program:

## Operations Program

The purpose of the operations program is to revitalize lands along the Anacostia River, promote initiatives to clean-up the river and foster public awareness and enjoyment of the river. In addition to coordinating economic development activities, program managers provide legal, outreach and other critical support services. Furthermore, the program will distribute \$250,000 in grant awards to community organizations that promote enjoyment and awareness of the Anacostia River during fiscal year 2007.

It is important to note that the future scope and pace of the Anacostia Waterfront Corporation's operations will be influenced by resolution of three ongoing issues. The resolution of these issues will have a significant impact on the organization's future budgetary requirements and its ability to generate revenue. The first issue involves the congressionally authorized transfer of approximately 200 acres of waterfront land along the Anacostia River from the Federal Government to the District of Columbia and the Anacostia Waterfront Corporation, which is anticipated to occur sometime during 2006. The second issue involves the legislatively authorized transfer of approximately 45 acres of property along the city's Southwest Waterfront from the National Capital Revitalization Corporation (NCRC) to AWC. The third and final issue involves the proposed construction of a new Major League Baseball stadium for the Washington Nationals baseball team along the South Capitol Street corridor, which would significantly accelerate AWC development efforts in that area.

### **Agency Goals and Performance Measures**

**Updated agency performance measures were not submitted for publication in the March FY 2007 mayoral budget request. Performance measures for this agency will be included in the June FY 2007 congressional budget submission.**